

# ARMY RESERVE

MAGAZINE

FALL 2005



## BASE REALIGNMENT AND CLOSURE (BRAC) 2005



Maintenance Company Protecting Soldiers  
Civil Affairs Soldier Awarded New Combat Action Badge  
Riggers Honor D-Day



SUPPORT  
OUR TROOPS



# MAGAZINE

# ARMY RESERVE

*Since 1954.*

## Army Reserve Magazine

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## ON THE COVER

SSG Robert E. Cruz (center, with hat) and SGT Jose Colon (right, with hat) supervise SPC Hector Velez (far left), SPC Antonio DeJesus and SPC Dustin Dykes as they cut a sheet of ballistic steel into parts that will be used to add protection to a Humvee. All are members of the 276th Maintenance Company, an Army Reserve unit headquartered in Puerto Rico. The unit was mobilized to Kuwait in December 2004 to provide direct maintenance to units called into action for Operation Iraqi Freedom. (PHOTO BY CHUCK PRICHARD)



Also on the cover: The yellow ribbon symbolizes our commitment to honoring those of our Army Reserve Soldiers who have fallen, those who are missing and those who are serving around the globe. It will appear on each issue until they all come home.



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## BACK COVER

A trumpeter from the 451st Army Band performs "Taps" at the dedication of the Wall of Heroes memorial at Fort Snelling, Minn. July 9 2005. The wall memorializes Soldiers of the 88th Regional Readiness Command who were killed during Operation Iraqi Freedom. (PHOTO BY

SSG CHRIS FARLEY)

**SUBMISSIONS** - *Army Reserve Magazine* invites articles, story ideas, photographs, and other material of interest to members of the U.S. Army Reserve. Manuscripts and other correspondence for the editor should be addressed to Commander, U.S. Army Reserve Command, Attn: Public Affairs (ARM), 1401 Deshler Street, SW, Fort McPherson, GA 30330-2000, telephone 404-464-8500 or dsn 367-8500. All e-mail submissions should go to [usarmag@usar.army.mil](mailto:usarmag@usar.army.mil). All articles **must** be submitted electronically or on disk or CD. Unsolicited manuscripts and photographs will not be returned. Query by letter.

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## News Briefs

### ARMY RESERVE SOLDIER IS ONE OF THE FIRST TO RECEIVE NEW COMBAT ACTION BADGE

By Cheryl Boujnida  
Army News Service

**W**ASHINGTON — An Army Reserve Soldier was one of the first to be awarded the Army's new Combat Action Badge (CAB) during a ceremony held here in late June, 2005.

SSG April Pashley, 404th Civil Affairs Battalion, headquartered at Fort Dix, N.J., was among a group of five Soldiers awarded the CAB by Army Chief of Staff GEN Peter J. Schoomaker at the Pentagon. Three of the other recipients were active duty Soldiers and the other was a member of the National Guard.

“The Soldiers standing here have earned the right to be American — they have walked the walk, they stand for nobility and they represent the Warrior Ethos.”

— GEN Peter J. Schoomaker

“Today is a historical day for the Army. These Soldiers, who represent our total Army, know what being a Soldier and a warrior stands for,” Schoomaker said. “The Soldiers standing here have earned the right to be American — they have walked the walk, they stand for nobility and they represent the Warrior Ethos.”

Pashley, the first Army woman to receive the award, was performing duties as a guard from the rooftop of a building housing Coalition Forces when armed insurgents attacked using 106mm



SGT April Pashley, 404th Civil Affairs Battalion, is awarded the Combat Action Badge by Army Chief of Staff GEN Peter Schoomaker at the Pentagon June 29, 2005.

rockets. She continued to perform her defensive duties without hesitation as rounds landed within 100–150 meters of her position.

“This was the job I chose to do and I do so with pride. Seeing the changes in the Iraqi people during my 15-month deployment was really something,” Pashley said. “To see the excitement in their eyes made me proud to be a Soldier.”

Serving in the first wave of Soldiers who deployed to Iraq in 2003, Pashley said she is ready to serve again if duty calls.

The CAB, approved by Schoomaker in May, was created by the Army's leadership to recognize all Soldiers in combat. Soldiers engaged in the War on Terrorism since Sept. 18, 2001, are retroactively eligible to receive the award.

The CAB may be awarded to Soldiers who meet the following criteria:

★ Rank, Branch and Military Occupational Specialty (MOS) are immaterial.

★ Performing assigned duties in an area where hostile fire pay or imminent danger pay is authorized.

★ Not eligible for award of the Combat Infantry Badge (CIB) or Combat Medical Badge (CMB) at the time of the action cited.

★ Personally present and actively engaging or being engaged by the enemy, and performing satisfactorily in accordance with the prescribed rules of engagement.

★ Battle or campaign participation credit alone is not sufficient; the Soldier must engage or be engaged by the enemy.

★ Effective date of the award is Sept. 18, 2001. On this date the President had signed Senate Joint Resolution 23, “Authorization for use of Military Force, to take action to deter and prevent acts of international terrorism against the United States.” The badge will not be awarded for actions prior to this date.

PHOTO: SSG CARMEN L. BURGESS

## NEW TRAINING CENTER DEDICATED FOR FALLEN SOLDIER

By David Moore  
Public Affairs Office  
Fort Dix, N.J.

FORT DIX, N.J.— Fort Dix personnel and 98th Division (Institutional Training) Soldiers and family members participated in the dedication of the new Building 4309, that now bears the name of the Soldier who lost his life in combat on April 4, 2005.

“The new training center on post plus warrior spirit is the legacy left by SSG Christopher W. Dill, who lost his life in Iraq fighting as a Soldier in the Global War on Terrorism,” said MG Bruce Robinson, commanding general of the 98th Division, headquartered in Rochester, N.Y. “This building will serve as a constant reminder of SSG Chris Dill. As buildings are built on site, they will be moved to various locations around post. They will serve as a constant reminder that Chris was a builder. He was a builder of Soldiers and a builder of firefighters.”

“ He [SSG Dill] was  
a builder of Soldiers  
and a builder of  
firefighters.”  
— MG Bruce Robinson

Soldiers attending the 16-station Vertical Skills Training Center will be tested to see if they can meet the Army standard and proficiency of holding the engineer job skills. “This building is a living legacy for SSG Christopher Dill. We celebrate his life and remember the great values Chris lived by,” said COL David McNeil, installation commander. “He was a true Citizen Soldier. He not only served in the Army Reserve, but he was a firefighter and a husband.”

According to McNeil, many people may forget their heroes as time passes. “But we as Soldiers never forget. We do not forget our heroes. “Chris is our hero.” he added.

Dill, 32, of Tonawanda, N.Y., was a civilian firefighter in Buffalo, N.Y. In Iraq, he was assigned to advisor duties with the Iraqi 6th Battalion of the 5th Division. He displayed great courage under fire while maneuvering and advising a platoon of an Iraqi Battalion on various combat missions.

On April 4, 2005, in the Iraqi province of Diyala, he led an attack against enemy entrenched positions. In three hours of constant combat, Dill continued to lead his unit until he was

mortally wounded. For his courage and dedication, Dill earned a second Bronze Star for valor, the Purple Heart, and the Combat Infantryman Badge.

During the ceremony, with members of the Dill family present, Robinson, McNeil and the fallen Soldier’s wife, Dawn, unveiled a portrait of the Soldier, and clipped a ribbon to open the facility.

“Chris was a loyal friend, a goofy brother, a wonderful husband, and my best friend...my soul mate. I’m very lucky, he loved me,” an emotional Mrs. Dill said. “I can say that I am comforted in the fact that he will not be forgotten.”

Dawn Dill, the widow of SSG Christopher Dill and MG Bruce Robinson, commanding general of the 98th Division (Institutional Training) cut the ribbon that marks the opening of Fort Dix’s new Vertical Skills Training Center, named after the fallen Soldier.



PHOTO: DAVID MOORE

## HOLIDAYS ARE OPPORTUNITIES TO PRACTICE SAFETY, SAVE LIVES

By CSM Darryl Cohen  
Command Sergeant Major  
95th Division Institutional Training

(Editor's note: The following article which appeared in the 95th Division Institutional Training's (IT) Command Information Bulletin, was submitted by Paul Leach, Army Reserve Safety staff. Although the Chief, Army Reserve's July Fourth Holiday Message was the catalyst for CSM Cohen's action, the message is applicable to all holidays. Cohen's actions reflect routine activities for those who "Lead by Example" and take care of Soldiers daily.)

LTG James R. Helmly, Chief Army Reserve (CAR), has given us another opportunity we should not overlook. This time it is the opportunity to save a life. It could be yours. It might be that of a loved one or someone you don't even know.

“Remember, safety preserves our nation's most valuable resource, our Army Reserve family.”

— LTG James R. Helmly, Chief, Army Reserve

Our Division Safety Officer has distributed to all commands in the 95th Division (IT), the CAR's Fourth of July Holiday Safety Message 2005. In it he addresses topics we should pay attention to over the Fourth of July holiday, and other holidays as well, such as swimming, boating, camping, and fireworks. He also reminds commanders that they must ensure that all Soldiers traveling by privately owned vehicles on pass, leave, Temporary Duty (TDY) or Permanent Change-of-Station (PCS) complete the Army Safety Management Information System (ASMIS-1) Risk Assessment prior to departure. This risk assessment tool is located at <https://crc.army.mil>.

As Senior Safety NCO for the Division, I can't ask you to do something I have not yet done myself, so I logged into

this Web site and completed the assessment for my planned trip to Oklahoma City. Did everything occur perfectly with the logon and completion of the risk assessment? No. I received a couple of error messages, one stating the "server was too busy", and another that said a "potentially dangerous request cookies value was detected from the client." I did not let these minor inconveniences stop the process. I marched on, registered as a user of the tool, and completed the risk assessment. The tool itself is very good. It forces you to think of such things as the time you are planning to depart, how much sleep you need, the weather and type of roads you'll be traveling on. This tool was designed by the Army safety staff to be used for anyone going on leave or pass.

Helmly has taken it one step further and requires our use of ASMIS-1 for TDY and PCS travel in addition to

leaves or pass. I hope everyone will use it at least quarterly for their trips to battle assembly if they live out of town. Even if you travel the same road each time, it will remind you of those things you must be cognizant of to remain safe and arrive at your destination without harm to yourself or someone else.

If you have not looked at this Web site yet, please do it now so you are familiar with its features including links to check the weather and obtain maps. Helmly says it best in his holiday safety message when he says, "Remember, safety preserves our nation's most valuable resource, our Army Reserve family."

Whether Soldier, civilian employee or family member, you are all members of the 95th Division family and cannot be replaced. Be Safe!

## RESERVE SOLDIER WINS JFK LIBRARY PROFILE IN COURAGE AWARD

By Linda Jeleniewski  
Public Affairs Office  
94th Regional Readiness Command

BOSTON — "To be courageous," wrote John F. Kennedy in his 1957 Pulitzer Prize-winning book, *Profiles in Courage*, requires no exceptional qualifications ... "in whatever arena of life one may meet the challenge of courage. Each man must decide for himself the course he will follow...each man must look into his own soul."

SGT Joseph Darby, 372nd Military Police Company, 99th Regional Readiness Command (RRC), did just that. According to his wife, Bernadette, he reached deep into his soul and with all his strength he produced the kind of courage he needed to turn in fellow Soldiers of his unit taking part in the torture and humiliation of Iraqi prisoners at the Abu Ghraib prison, while serving in Iraq.

"He was tormented for weeks," explained Bernadette. "He'd seen the pictures and he knew [the abuse] was wrong."

According to Darby, it violated everything that he personally believed in and everything that he had been taught about the rules of war. "I'm a Soldier in this country's Army," said Darby, as he addressed the John F. Kennedy Library and Museum audience, May 16, 2005. "I knew at the time we were there [Iraq], that this [war] was larger than ourselves. The abuse of the prisoners was morally wrong and against all my values and principles."

In January 2004, Darby turned in photographs to Army investigators depicting members of his unit taking part in the abuse. His decision to alert investigators resulted in a global outrage at the United States and pitted him against his friends and fellow Soldiers.



# THE JOHN F. KENNEDY PROFILE IN COURAGE AWARD

The John F. Kennedy Library



PHOTO: MSG RICHARD LAMBERT

SGT Joseph Darby stands with members of the JFK Foundation and other Profile in Courage recipients. (Left to right) Sen. Edward M. Kennedy (Mass.), Shirley Franklin, Mayor of Atlanta, Bill Ratliff, former state senator and one-time lieutenant governor of Texas and Caroline Kennedy, president, John F. Kennedy Library Foundation.

According to Darby, he and his family became targets of death threats. They were forced to move out of their home in Maryland and into protective custody.

“Today, the Library is very proud to present a special Profile in Courage Award to a young Soldier, who while stationed in Iraq, acted on the simple profound truth — that abuse is wrong,” said Sen. Edward M. Kennedy.

Accepting the 2005 John F. Kennedy Profile in Courage Award from Caroline Kennedy, president of the JFK Library Foundation, Darby stated, “This is the first time I’ve been able to speak in public.”

“My father most admired those in public life who had the courage to make decisions of conscience without regard for the consequences,” said Ms. Kennedy. Our nation is indebted to Army Sergeant Joseph Darby who, despite great personal risk, stood up for the rule of law and exposed the torture and scandal in Iraq.”

“I thank God for giving me the strength,” said Darby.

“ I thank God for giving me the strength. ”  
— SGT Joseph Darby

## FEDERAL LONG-TERM CARE INSURANCE PROGRAM IS WORTH LOOKING AT

By Paul Adams  
*Army Reserve Public Affairs*

Many people commonly think that only senior citizens need to worry about long-term care, so preparing for that possibility is put off. Untimely accidents or illnesses striking at any age are a fact of life, believes Paul Forte, chief executive officer of Long Term Care Partners.

“Some 40 percent of all people who need long-term care insurance are under the age of 65,” said Forte.

Forte has been involved in the long-term care industry since 1987 and is regarded as one of the industry’s pioneers.



## The Federal Long-Term Care Insurance Program™

The U.S. Office of Personnel Management sponsors a high-quality long-term care insurance program for members of the federal family. The Federal Long-Term Care Insurance Program (FLTCIP) is the largest group long-term care insurance program in the country. Created in 2000 by federal law (Public Law 106-265, the Long-Term Care Security Act), it is the only long-term care insurance program sponsored by the federal government.

A study conducted by the General Accounting Office in 2001 shows that 40 percent of the people who need long-term care are adults between the ages of 18 and 64. Many people experience a need for long-term care but few have the financial assets to cover the costs. As a result, families who must pay for long-term care out of pocket can be financially decimated. Forte said, "And it was for this reason that the Congress of the United States passed the legislation which created this program. They recognized this and they wanted to help members of the federal family to protect themselves against the risk of impoverishment from long-term care expenses. Everyone, even younger people, ought to give thought to this."

Long-term care can be covered completely, or in part, by long-term care insurance. Most plans let you choose the amount of coverage you want, as well as how and where you want to use your benefits. A comprehensive plan includes benefits for all levels of care, from custodial to skilled medical care.

Long-term care insurance covers services that individuals need because they are unable to care for themselves due to chronic mental or physical conditions. The program offers a flexible benefits package covering a variety of services such as nursing home care, home health care, assisted living facilities and adult day care.

"This is going to be a hot subject, long-term care is not going away," said Forte. "Long-term care is coming on like a freight train. There is an awful lot of talk now in the Congress, not just about social security which of course has everybody concerned but about what is going to be done about the growing demand for long-term care services," Fort said.

The FLTCIP is administered by Long Term Care Partners, LLC, and offered by John Hancock Life Insurance Company and Metropolitan Life Insurance Company. Long Term Care Partners, LLC, can be contacted at 1-800-LTC-FEDS (1-800-582-3337) toll-free, TTY: 1-800-843-3557 to request an information kit and application or to speak to one of their certified long-term care insurance consultants.

To get detailed information about the program, to order an information kit and application, or to use the interactive calculator to customize a premium quote based upon your age and choice of benefits go online at [www.LTCFEDS.com](http://www.LTCFEDS.com). For additional information you may log on to [www.opm.gov/insure/ltc](http://www.opm.gov/insure/ltc). **ARM**

## THOSE ELIGIBLE TO APPLY FOR THE INSURANCE IN THE UNIFORMED SERVICES INCLUDE:

- ★ Members on active duty or full-time National Guard duty for more than 30 days
- ★ Members of the Selected Reserve
- ★ Members on retirement or retainer pay
- ★ Retired members of the Selected Reserve, including grey reservists

The Selected Reserve consists of those uniformed services members who are required to routinely train and are the first category liable for mobilization under the statutes governing mobilization. The Selected Reserve consists of Drilling Reservists and Guard members assigned to Reserve Component Units; all Individual Mobilization Augmentees who are Reservists assigned to Reserve Component billets in Active Component units (they may perform duty in a pay or non-pay status); and Active Guard and Reserve members who are full-time Reserve members on full-time National Guard duty or active duty in support of the National Guard or Reserves.

*From Office of Personnel Management*





# WELL-BEING & FAMILY READINESS

## *Army Reserve Family Program Web Portal Begins Operations*

*By SSG Chris Farley  
Public Affairs Office  
88th Regional Readiness Command*

SAN DIEGO — By simply typing **www.ARFP.org** on a computer keyboard then pressing the “enter” button or by a click of a mouse, users now can instantly be connected to the new Army Reserve Family Program’s (ARFP) Web portal.

In an effort to leave no family behind during mobilization and keeping with ARFP’s mission to teach families and Soldiers to be self-reliant, the ARFP portal has been designed to connect not only Soldiers, families and ARFP volunteers, but also employers of Army Reserve Soldiers with timely information, news, benefits and much more.

“It will be kind of like the Yahoo to the Army Reserve,” said Michael Sick, Defense Web marketing and business development consultant on the ARFP Web portal.

“The portal will serve as a ‘one-stop knowledge center’ for all Soldiers, families, ARFP volunteers and other customers on information related to the Army Reserve,” said Michael J. Evans, Army Reserve regional family programs manager and project manager on the Web portal.

The portal will directly link families to essential Web sites that can help answer important questions on TRICARE health insurance, find coping strategies in dealing with the stress of a deployment, or simply find out the amount direct deposited for pay.

The portal also functions as a conduit to help Soldiers, families and friends stay connected on the home front. Users will be able to send video of a child’s birthday or soccer game, or just send a personal message to a deployed Soldier.

ARFP users can record messages on any camcorder, upload the videos on the ARFP portal, and then send the video as if it were just like any e-mail. The video message is sent to the recipient in the form of an e-mail with a hyperlink to a Web address that streams the video message.

Sick said the video messaging can be done anywhere as long as a Soldier can check and read e-mail.

Employers can find information on the Army Reserve to better understand their Citizen-Soldier’s commitment and learn

about Employer Support of the Guard and Reserve.

But giving the important answers to the bewildering questions just touches on the fringes of all the applications in the portal. The portal will help ARFP manage volunteers and units.

Registering allows ARFP to reach out to users by address, phone number or e-mail and provide them with additional information, Evans said.

“If the user just wants to come in and check out the site and they don’t want to register that’s fine. We (ARFP) aren’t going to force them. We are just going to highly encourage them because that gives us another tool to reach out and connect with them,” he said.

“Just to know that we can go to an accurate centralized up-to-date source is going to completely revitalize this trend we’ve had five years plus and try to become automated. I’m really excited about this new Web portal training and where it’s going to take us,” said MAJ Gilbert M. Martin, 63rd Regional Readiness Command family readiness operations officer. **ARM**



# BRAC

## and the Army Reserve

### CHIEF, ARMY RESERVE DISCUSSES HOW BRAC PROPELS CHANGE IN THE ARMY RESERVE



PHOTO: UNKNOWN

LTG James R. Helmly, Chief, Army Reserve

*LTG James R. Helmly  
Chief, Army Reserve  
Commanding General, U.S. Army Reserve Command*

**O**n May 13, 2005, the Department of Defense publicly announced its recommendations for the Base Realignment and Closure, or BRAC 2005, and forwarded those recommendations to the BRAC Commission for review. Many of those recommendations will impact the Army Reserve. I believe it is vitally important to provide as much information on this topic as possible to those members of our community, even if the process is not yet complete.

As a reminder of where we are now, since May 16, 2005, the BRAC Commission has been reviewing the Department of Defense report. The commission will forward its report on the recommendations to the president in September. The president will accept or reject BRAC recommendations in their entirety by Nov. 7, 2005.

If approved by the president, the plan will be forwarded to Congress. Congress may then accept the plan or reject it. The plan can become law by Congress voting to accept it in its entirety or if Congress does not act on it. Once it is law, realignments and/or closures will occur between 2006 through 2011.

While a separate article in this magazine will discuss specifics of the plan and point out where further information can be found, my intent here is to place the entire BRAC process in context, and to point out the advantages that BRAC affords us.

When I assumed command of the Army Reserve three years ago, I said that deep, profound change was needed to prepare the Army Reserve for the challenges of the 21st Century. BRAC provides a powerful engine to help propel several of those changes.

Streamlining our command, control and support structure, and stationing our forces in the most modern facilities possible are two major Army Reserve objectives that BRAC 2005 supports.

## STREAMLINING COMMAND AND CONTROL

BRAC 2005 helps transform our command and control by restationing the Army Reserve's major headquarters. The Army Reserve will disestablish our current Regional Readiness Commands and Regional Readiness Groups. We will, in turn, establish four Regional Readiness Sustainment Commands — one in each quadrant of the country — the Northwest, Northeast, Southwest, and Southeast. The remaining RRC headquarters will convert to deployable functionally structured command and control headquarters to support modularity.

We worked closely with the Departments of the Army and Defense to ensure that BRAC recommendations would result in changes for the Army Reserve that would increase our ability to accomplish our purpose under Title 10 US Code — to provide trained and ready Soldiers and units available for active duty at such time and place as our nation requires.

## MORE EFFICIENT AND MODERN CENTERS

Several evolutionary changes over the past 60 years have caused many of today's Army Reserve facilities to be in the wrong place and in varying stages of disrepair. It is important to remember that many of our centers were built between 1946 and 1970. Since then, America's population has shifted, generally to the southern and western areas of the country. That left us with Army Reserve centers removed from high-payoff recruiting population centers and approaching an average age of 47 years.

BRAC has allowed us to mitigate the effects of the population shifts and aging facilities and maximize facility efficiency. We are closing centers in areas where populations have dwindled and recruiting is difficult, and will build larger metro-plex centers that focus on joint and multi-component stationing while serving the needs of our Soldiers and families.

This new approach combines multiple units into larger, multi-use and joint service facilities that provide flexibility and reduced overhead.

BRAC 2005 helps us transform some of our reserve facilities into multi-functional installations that enhance unit readiness, increase training opportunities and generate operational efficiencies. These transformed facilities will provide the capability to conduct Soldier Readiness Processing and Home Station Mobilization, reduce the number of substandard/undersized facilities and enhance anti-terror/force protection of units and personnel.

These actions also promote effective recruiting and retention while adding Army Reserve capabilities to assist in Homeland security and defense.

## SUMMARY

I respect that some may view the BRAC recommendations as threatening. Change is always unsettling and often downright scary. But our end state for the Army Reserve must concern the health of the entire organization, while mitigating against adverse effects to individual locations.

Today's unprecedented operational tempo demands changes for the Army Reserve that are far-reaching, deep and profound. While these changes involve hard work and tough decisions, they are critical to leading the institution forward to excel under current and future conditions, instead of remaining comfortably poised for a past which no longer exists.

Finally, although it may seem that BRAC 2005 mainly addresses buildings and installations, I want you to know it is much more than that.

The centerpiece of our organization has been and will remain our people — Soldiers, civilian employees and families. They will always be the heart and soul of the Army Reserve. BRAC 2005 is good for the Army Reserve because it allows us to take better care of our people while making us more relevant to an expeditionary Army that is part of the joint American force.

The changes powered by BRAC will lead to a more dynamic, agile and flexible Army Reserve. BRAC 2005 **does not change** the Army Reserve's purpose, values, or position as an integral part of the United States Army. BRAC 2005 **will change** — for the better — where and how the Army Reserve achieves its mission.



# FIVE THINGS TO KNOW ABOUT BRAC 2005

By MAJ Monica V. Griffin  
Army Reserve Web Content Manager  
Army Reserve Communications  
Office, Chief Army Reserve

“Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes — it should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm.”

— Peter Drucker *Management Challenges for the 21st Century* (1999)

**O**n May 13, 2005, the Department of Defense publicly announced their list of recommendations for military base realignment and closures (BRAC). Since then, much has been said and written about the potential impacts of BRAC 2005. Even though this round of BRAC has garnered more media attention than in the past, there is still some uncertainty about its impact on local communities and our national defense. This is true of both active and reserve military component recommendations.

LTG James R. Helmly, chief, Army Reserve, is certain of his opinions on BRAC 2005. He is one of its strongest supporters.

***“BRAC 2005 provides the Army Reserve an unprecedented opportunity for deep, profound and enduring change,” he recently said. “Senior Army leaders were unflinching in ensuring the integrity of the process, and I am proud of the Army Reserve’s participation — it has been visionary, well developed, and consistent with our transformation goals. Throughout the process every effort has been made to make transitions smooth for effected personnel and their families. The bottom line is that BRAC will generate a stronger, more responsive Army Reserve, now and into the future.”***

One of the most important roles Army Reserve leaders can play during the BRAC 2005 process is that of skilled and conscientious communicators. Helmly has encouraged Army Reserve leaders at all levels to learn more and share it with others. Sometimes that means referring personnel to more qualified subject-matter experts. Recognizing the need to keep Army Reserve Soldiers, civilian employees, family members and the general population informed about potential short and long-term impacts, three senior Army Reserve leaders and BRAC subject matter experts sat down recently and provided details about BRAC 2005 and its impact on the Army Reserve. The

panel of experts included: LTC Bernard Hyland, reserve component team chief for The Army Basing Study (TABS) Group; Kim Meyer, military technician program division chief at the Reserve Command Civilian Personnel Advisory Center, BG Gary Profit, deputy chief, Army Reserve; and Kenneth Williamson, chief executive officer, U.S. Army Reserve Command.

## 1. What is the difference between a base realignment and a base closure?

**Hyland:** Realignment is associated with the reduction of an activity, function, unit, or mission on an installation. The installation itself reduces in its scope and size. That also includes a reduction in personnel associated with that installation. When we talk about realignment, we’re not closing an installation, we are reducing the scope and level of activity there.

Closure is exactly what it implies. Closure is the complete elimination of all military missions, functions and activities on that particular site.

## 2. How involved was the Army Reserve leadership in the BRAC 2005 decision making process?

**Profit:** All of the recommendations that resulted in the closure of 176 Army Reserve centers were bottom fed. First, the recommendations came largely from the State and Regional Readiness Commands and were all essentially focused on the demographics in the area and the quality of properties that we had in our inventory. While the footprint will be smaller, the facilities are going to be much higher quality and overall, they will be much better for our Soldiers and civilian employees. Second, more than the previous rounds, the Secretary of Defense directed that BRAC be a vehicle of change rather than a mechanism for effi-

ciencies. We wanted to use the urgency and energy inside of BRAC as a mechanism for change. Army Reserve senior leadership was involved throughout the analysis to ensure that transformation goals were considered.

### 3. How will BRAC 2005 transform Army Reserve Command and Control (C2)?

**Hyland:** A General Officer Steering Committee (GOSC) was established by Helmly to develop several command and control options. Their mission was to develop recommendations for the optimal number of major command and control headquarters, while the BRAC process would be the instrument to validate the best option and ultimately position the Army Reserve's C2 capabilities. The end results of this process, which took more than two years to complete, is the establishment of four Army Reserve Regional Readiness Sustainment Commands (RRSC) in the Northeast, Northwest, Southeast and Southwest regions of the Continental United States (CONUS).

The greatest challenge was to analyze the Army Reserve's facilities strategy and link that to modularity. Three geographic centers of gravity also had to be considered in the Army Reserve analysis as it related to C2 — essentially the three major Army Reserve garrisons, at Fort Dix, N.J., Fort McCoy, Wis. and the West Coast Garrison in California. To support

modularity, you have to consider the importance of these geographic centers of gravity. They are key installations where substantial numbers of our Soldiers train and ultimately mobilize from. They become even more important when you consider the impact of restationing major active component forces from overseas on access ranges and training areas on the major maneuver installations throughout CONUS.

For example, Fort Dix has the highest mobilization load of any installation in the Army and during the past 15 years, the installation has processed more than 34,000 Soldiers for CONUS missions and overseas deployment. Being co-located with McGuire Air Force Base and Lakehurst Naval Base, Fort Dix offers joint training opportunities not just for the Army Reserve, but the Army National Guard (ARNG), Air Force, Navy, and Marine Corps Reserve as well.

**ARM:** Fort Dix was the logical choice for the command and

“The greatest challenge was to analyze  
the Army Reserve's facilities strategy  
and link that to modularity.”

— LTC Bernard Hyland

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BG Gary Profit, Deputy Chief, Army Reserve, served on a panel to determine BRAC's impact on the Army Reserve.



PHOTO: U.S. ARMY

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Ken Williamson, Command Executive Officer, U.S. Army Reserve Command, was a panel member to determine BRAC's impact on the Army Reserve.



PHOTO: U.S. ARMY



Kim Meyer, military technician program division chief, Reserve Command Civilian Personnel Advisory Center, served on a panel to determine BRAC's impact on the Army Reserve.

control element in the Northeast. Additional resources were also available at Moffet Field, Calif., which has been designated as the command and control location for the Southwest, and Fort McCoy, which has been designated as the future home for command and control in the Northwest.

“BRAC enables the Army Reserve to align three of the four major regional readiness command and control headquarters with Army Reserve major hubs.”

— LTC Bernard Hyland



LTC Bernard Hyland reviews 2005 BRAC implementation plans.

Similar to the West Coast Garrison, which includes Camp Parks, Calif., Moffett Field and Fort Hunter-Liggett, Calif., Fort McCoy was also viewed as a major Army Reserve training facility.

**Hyland:** With McCoy being located in the central part of the country, it was the logical place to station the Northwest command and control capability. BRAC enables the Army Reserve to align three of the four major regional readiness command and control headquarters with Army Reserve major hubs — those geographical centers of gravity I mentioned earlier.

The Southeast command and control element will be located on Fort Jackson, S.C. as the Southeast is recognized as a burgeoning area for the Army Reserve. There is a tremendous surge in the ability to recruit and retain Soldiers in the Southeast, especially in the Carolinas, eastern Georgia and Florida. The Army Reserve population is growing there, so it makes sense to station a major command and control capability in an area where they will be needed most.



**ARM:** The four newly created RRSCs will provide regional administration for Army Reserve training, equipping, readiness and mobilization. In addition to the establishment of four RRSCs, BRAC 2005 will introduce six new deployable warfighting units (two Maneuver Enhancement Brigades and four Sustainment Brigades) to the Army Reserve. The two Maneuver Enhancement Brigades will be located at Westover Air Reserve Base, Mass. and Fort Lewis, Wash. The four Sustainment Brigades will be located at Fort Dix, N.J., Little Rock, Ark., Wichita, Kan. and Salt Lake City, Utah. BRAC 2005 will provide joint training capabilities, greater recruitment and retention opportunity and will reshape the Army Reserve. Moreover, BRAC 2005 will increase military value for the Army Reserve with the incorporation of deployable warfighting units that are trained and ready to deploy on order.

#### 4. What opportunities does BRAC 2005 offer for the civilian workforce?

**Williamson:** With the restructuring of the Army Reserve, we are gaining efficiencies. We will be able to use Army Reserve civilian personnel in a more constructive way. I don't see it (BRAC 2005) as less opportunity. The plan will consolidate units in state-of-the-art facilities. This is an opportunity for the Army Reserve to train in better facilities. I know there are some who are doubtful. I can only tell you from past experience, those who were positive and dedicated to the Army Reserve took advantage of the opportunity to continue employment. Nobody likes change. If we give employees the facts, keep them informed and point out the benefits, they will see the advantages. It's been my experience that we're going to improve the Army Reserve and they (civilian employees) are going to be proud of it when it is done.

#### 5. What happens if there is a reduction in the civilian workforce?

**Meyer:** What we have are options and programs to lessen the impact. The same programs that were available and used in 1995 will also be available for possible use in 2005 — voluntary separation incentive pay along with early retirement authority for ages 50 with 20 years of civil service and at any age with 25 years of civil service. I encourage civilian employees to visit the BRAC 2005 Transitions Web site for more information: <http://www.cpms.osd.mil/bractransition>. We are going to share information so that our employees can make an informed decision.

**ARM:** The Army Reserve military and civilian workforce will have an opportunity to work in the new Armed Forces Reserve Centers (AFRCs) established by BRAC — a total of 125 state-of-the-art, training centers throughout the four regions within the Continental United States. These new AFRCs replace 388 sub-standard, undersized, Reserve centers and armories, and they

provide members of the Army Reserve with the opportunity to train and work in world class facilities that include distance learning classrooms, video teleconference centers, fitness centers, family readiness centers and modern maintenance facilities designed to support the types of units and functions stationed there.

Our military and civilian work force will experience opportunities to build new working relationships with members of the other services (Army National Guard, Air Force, Navy, Marines and Coast Guard) while benefiting from the latest technologies. The BRAC 2005 recommendations increase military value of our installation portfolio, which ultimately sets conditions to improve unit and warfighter readiness.

The new AFRCs are expected to help the Army Reserve meet recruitment and retention goals, provide Soldiers and civilians with the opportunity to train and work in state-of-the-art facilities and aid the Army Reserve in completing wartime contingency missions.

During past BRAC rounds, some local communities actually benefited from BRAC. Closed installations were acquired by other federal agencies and/or local governments (Fort Ord, Calif. which is now owned by the University of California, Berkeley and used as an institution for higher learning), as well as non-government agencies (the Presidio Army installation which is now the site for George Lucas's film company) and utilized as a resource for the community. Change which brings forth opportunity, technology and community capital can be viewed with much optimism.

Overall, BRAC 2005 is a mechanism for change, but unlike death or taxes this year's BRAC brings forth the hope of more opportunity, technological growth and achievement. The new AFRCs are expected to help the Army Reserve meet recruitment and retention goals, provide Soldiers and civilians with the opportunity to train and work in state-of-the-art facilities and aid the Army Reserve in completing wartime contingency missions. While some may continue to resist the changes that BRAC 2005 will generate, there are those of us that will choose to embrace the possibility of new opportunity instead. **ARM**



# Update on **OPERATION IRAQI FREEDOM**

Members of the 100th Infantry Battalion sort out a traffic jam of civilian trucks. Soldiers of the 100th encounter all sorts of situations during their daily patrols of area immediately around LSA Anaconda, a U.S. base located near the town of Balad, Iraq. The 100th, which is the only ground combat unit of the U.S. Army Reserve, has been deployed to Iraq since January, 2005.



PHOTO: CHUCK PRICHARD

[Right] Members of the 100th Infantry Battalion mortar section get ready for a fire mission from LSA Anaconda, near Balad, Iraq. (PHOTO BY CHUCK PRICHARD)







# 100TH INFANTRY BATTALION SOLDIERS LIVE THE WARRIOR ETHOS IN DEPLOYMENT TO IRAQ

By *Chuck Prichard*  
*Army Reserve Public Affairs*

ALBU NASSAR VILLAGE, Iraq — SGT Rudy Toia stands in the doorway of a house. He is not a small man and the body armor he wears makes him even larger. So large, in fact, that he literally fills the framework around the entrance. From inside, a young Iraqi man stares at Toia with dark, unblinking eyes, his mouth slightly agape and jaw slack. It is hard to tell whether his expression is a result of fear or simply awe at what is likely his first encounter with a native Samoan.

Through an interpreter, Toia tells the man he is coming inside to have a look around. The young man nods his head and instructs the women and children to move out of the house and wait in a small courtyard during the search.

Toia and patrol leader SGT Panini Aliilua, along with their interpreter — a civilian contractor they call “The Professor” — enter the house and ask the young man questions as they search the house. They ask if there is a weapon in the house. The young man says “nam,” Arabic for “yes.” He shows them where a rifle is stored.

While Aliilua gets on the radio and checks with his higher headquarters about the rifle, Toia searches the rest of the house.

CPT Calvin Fish uses an electronic mapping system to keep track of the patrol he is leading through the Iraqi countryside. Fish and other members of the 100th Infantry Battalion have logged thousands of patrol miles since the Army Reserve unit was deployed to Iraq in January 2005.



PHOTO: CHUCK PRICHARD

He looks under a bed, in a refrigerator and under piles of blankets stacked in a bedroom. He finds nothing out of the ordinary. Moments later, headquarters radios back that residents are allowed to keep one weapon per household so the rifle is returned to the young man.

Meanwhile, a team of three Soldiers wave a metal detector over the ground in a side yard of the house. Near a fence, the detector emits a signal that indicates something metallic may be buried in the ground. The three Soldiers take turns digging to get to the source of the signal. As they dig, Aliilua, Toia and “The Professor” go next door and talk to the man of the house.

After a half-hour of digging the three Soldiers are soaked in sweat. For their efforts they have a thigh-deep hole and no more signal from the detector. They notify Aliilua that all is clear. He gives an order to move out and the group climbs into their Humvees for the drive back to base.

The ride is short but dangerous. Improvised Explosive Devices (IEDs) are not uncommon on the battered stretch of road that leads to Logistics Support Area (LSA) Anaconda, a base located near the town of Balad. Large potholes and washboard fissures are all that’s left of what was once a smoothly paved road. Applying the battalion’s motto of “Go For Broke” to their driving style, the Humvee drivers do not slow down for the bumps, forcing the vehicles’ suspension systems and passengers to absorb the bone-jarring jolts. The turret gunners, standing in the hatches on half-flexed knees, enjoy a smoother ride as they surf with the pitching vehicles and keep a sharp eye out for potential dangers.

The convoy rolls through the gate of the LSA and heads to the unit operations center. After they park the vehicles in a neat row, Aliilua gathers everyone around for a quick after-action review. He goes over the tasks the group performed well and some areas that need improvement. Aliilua leaves them with a reminder that they will get a chance to do it better in just a few hours when the group is scheduled for its second patrol of the day. Hot and tired, the men gather their belongings and lumber toward the living area where they will take showers and rest up for the mission ahead.

For members of the 100th Battalion, 442nd Infantry Regiment, this morning of a mid-May day was typical. But there really is no such thing as a “typical” day at a war, as the members of the 100th have discovered since they deployed to Iraq in January 2005.

“A lot of people say that being deployed is like that movie ‘Groundhog Day.’ You know, where every day is the same. That is definitely not the case around here. We’ve always got something new going on,” said acting CSM Harry Estabrooks, the battalion’s top NCO.

Estabrooks, an animated character, is not prone to issuing understatements. During the first four months of a planned year-long deployment, the soldiers of the 100th have dealt with

the capture of numerous insurgent weapons caches, IEDs, overturned Humvees, a change in leadership and even an exploding dog. Of course, they also deal with the heat, dust and family separation issues common to all who are deployed there.

“But these guys are real Soldiers. You wanna talk about the warrior ethos? These guys are living the warrior ethos. They take it all in stride and just keep on going,” Estabrooks said, referring to the creed that guides professional Soldiers.

Toia and Aliilua are a little more laid back about the job they are doing to help the people of Iraq secure their new freedoms. “Yeah, I like to do all of that ‘hooah’ kind of stuff. I get out in front and lead my guys just like you’re supposed to,” said Toia, a squad leader. “But, to me, it’s more than just doing it the way the Army teaches you. This unit is a family to me. I see it as me getting out there and taking care of my family. Being here and doing this is not easy,” Aliilua said, referring in general terms to the deployment and the mission. “But being here with all of these guys — knowing that we are going to take care of each other and we’re all going to make it home safe — makes it easier.”

The sense of family is not the only thing pushing the Soldiers to do a good job. Pride is also a motivating factor because the 100th carries a multi-layered mantle onto the battlefields of Iraq. Not only is the battalion the sole ground combat unit of the Army Reserve, but the Soldiers also carry on a nearly mythical legacy forged in World War II when members of the original unit rescued a “lost battalion.” “There is a tremendous history in this unit. I am very proud to be a part of it,” Toia said.

LTC Colbert Low, commander of the 100th, while also proud of the unit’s past, is more focused on the present. “The first meeting that I had with (the troops) I told them that the mission of this battalion is to successfully accomplish each and every mission that is assigned. No more, no less. We’re not looking to be heroes. We have a great history but that’s what it is. It’s our history, it’s our lineage. It’s something to fall back on. But we are never going to accomplish the same things that

they accomplished in the past. That’s not what we are here for. We are here to accomplish our mission,” said Low, with a tone of quiet determination.

The mission of today’s 100th differs greatly from the war fought by the unit’s founding fathers. This time, there is no lost battalion and the enemy is not clearly identifiable. In general terms, the 100th is in Iraq to help establish a stable Iraqi security force. The strategic plan calls for the Iraqi people to govern themselves. Creating a peaceful environment by quelling insurgent activities is the first step in that process.

The Soldiers of the 100th are involved at the tactical level, performing the often tedious work of securing the area around the LSA and building trust with the people who live there. They perform patrols, provide mortar coverage for the base and man the traffic gates. Although there is some down time in the schedule, the Soldiers of the 100th don’t get any days off. “The Soldiers are doing extremely well. They are performing the mission every day without complaining,” Low said.

While complaining may be seen as a Soldier’s inalienable right, members of the 100th don’t seem to fit that mold. Headquartered in Hawaii with companies located in American Samoa, Guam and Saipan, the 100th is infused with the laid-back attitude of the Pacific island region. The Soldiers flash the “hang loose” surfer hand sign when they pass each other in convoys or on foot. Many of them wear a “lava lava” — a brightly colored cloth that was the uniform of original Polynesian warriors — to and from the shower trailer and while lounging around in their rooms.

The seemingly incongruous combination of fierce warrior spirit and calm demeanor seem to make the Soldiers of the 100th uniquely qualified to handle the stresses of combat. The incident with the exploding dog was a good example. Members of a 100th patrol found a dead dog lying beside the road. Knowing the insurgents sometimes plant bombs in animal carcasses, they carefully checked it out and did not notice anything out of the ordinary. They decided to move the carcass off the road and burn it so that other patrols or convoys would not waste time also checking it out. After the Soldiers lit it afire and walked away, the carcass exploded. It had, in fact, been booby trapped. One of the Soldiers was hit by a piece of shrapnel but was protected by his body armor. No one was injured in the incident.

The leadership of the 100th used the episode as a real-life lesson to drive home the point that every situation in combat is potentially dangerous and should be treated with extreme caution. While the exploding dog may have been a big deal for some other units, the members of the 100th view it as just another day at the office. “No matter what happens, these guys just keep on going,” said Estabrooks, who has his own explanation of the behavior. “Something special happens to you when you put on the 100th Battalion patch.”



PHOTO: CHUCK PRICHARD

SGT Panini Aliilua, C. Co., 100th Infantry Battalion, calls in a report of a weapon found during the search of a house in the village of Albu Nassar, Iraq.

# 100TH INFANTRY BATTALION SOLDIER CARRIES PRIDE AND FAMILY TRADITION WITH HIM INTO IRAQ CAMPAIGN

*By Chuck Prichard*  
*Army Reserve Public Affairs*

LOGISTICS SUPPORT AREA ANACONDA, BALAD, Iraq, — Army Reserve SPC Len Tanaka carries a lot when he reports for duty at the main gate of this bustling U.S. operations base.

As an infantryman in the 100th Infantry Battalion, his usual ensemble consists of a full desert camouflage uniform, flak vest, helmet and his trusty M-249 machine gun. Underneath the 40-plus pounds of gear Tanaka carries something else that helps him get through the long, hot days of his deployment to Iraq. He describes it as “intense pride.” “The best part of being here is being in this unit and wearing this patch,” Tanaka said, moving his left shoulder to offer a better view of the patch that depicts the torch of the Statue of Liberty.

While others Soldiers in the 100th are also proud of the unit, Tanaka’s reverence for the battalion is rooted in family tradition. Tanaka’s grandfather was a member of the 100th when it was originally formed in World War II.

After Japan attacked U.S. forces at Pearl Harbor in 1944, people of Japanese descent were not looked upon favorably by many Americans. Many of the young Japanese men who had grown up in Hawaii and other Pacific islands under American influence were eager to fight for the U.S. To help ease the shortage of troops, the U.S. War Department reversed an initial ban and allowed these young men to join specially formed fighting units. The 100th Battalion was the first of the “Nisei” units, so called by the Japanese word used to describe a person born in America of parents who emigrated from Japan. Most members of the original 100th Battalion were Nisei who had been serving in the Hawaii National Guard.

*Underneath the 40-plus pounds of gear Tanaka carries something else that helps him get through the long, hot days of his deployment to Iraq. He describes it as ‘intense pride’.*



PHOTO: CHUCK PRICHARD

SPC Len Tanaka, 100th Infantry Battalion, stands guard as a line of civilian supply trucks roll through the gate at Logistics Support Area Anaconda, located near Balad, Iraq.

Later, another Nisei unit was formed and manned by Japanese-Americans recruited from relocation camps where they had been placed by the U.S. government at the beginning of the war. The new unit, designated as the 442nd Regimental Combat Team, was also populated by volunteers from Hawaii. Unit members chose “Go For Broke” as the 442nd’s official motto. The phrase was Hawaiian slang for risking everything on a roll of the dice during a crap game.

After training at U.S. military camps, the units were sent into battle in Europe. Military leaders figured that Japanese-looking Soldiers fighting in American uniforms would cause confusion on the battlefields of the Pacific region. With that belief in mind, the 100th and the 442nd were restricted to duty in Europe. Both units saw heavy combat duty before being





PHOTO: CHUCK PRICHARD

Army Reserve SPC Len Tanaka, 100th Infantry Battalion, was deployed to Iraq in January 2005. Tanaka's grandfather served in the 100th Battalion when it was first formed in World War II.

August 1946 but were reactivated the following year as an Organized Reserve unit headquartered in Hawaii.

Today, the 100th Infantry Battalion remains part of the Army Reserve structure. While the rest of the USAR units have been organized to perform combat support and combat service support missions, the 100th has the distinction of being the only remaining ground combat unit in the Army Reserve.

Just like their forefathers, the Soldiers of today's 100th Battalion are in the thick of the fight. The unit's members are responsible for protecting a key logistics base located near the town of Balad, Iraq. Unit members serve alongside soldiers of the new Iraqi Army to maintain security at the base's gates, clear roads leading to and from the base, patrol villages in the immediate vicinity and provide mortar fire when needed.

While his duties may not have the mystique of rescuing a "lost battalion," Tanaka still thinks he and his comrades are making a vital contribution to Iraq's strive for democracy. "Protecting the base is important. And when we teach the Iraqi Army Soldiers how to do it, they will drive on with the mission when we go home," said Tanaka, who is a college student and part-time security guard back home in Hawaii.

Tanaka follows a simple mantra to carry out his duties. "I just do the best I can. I want to do a good job. If my grandfather was still alive I'd want him to be as proud of me as I am of him," said Tanaka, who keeps a picture of his grandfather in his room in Iraq.

merged in 1944 and given a mission that would cement the tenacious reputation of the Nisei warriors.

After fighting a series of pitched battles across the Vosges Mountains of France in the summer and fall of 1944, the 100th/442nd was given the mission to rescue a battalion trapped by the Germans on a remote ridge. The Nisei units fought for five days and nights to free the Soldiers of what had become known as the "Lost Battalion," suffering more than 800 casualties in the process.

The 100th/442nd fought together to the end of the war. The unit came home from the war as the Army's most decorated combat unit of its size. More accolades were bestowed upon its members in later years. The final medal totals for the unit include 21 Medals of Honor, 33 Distinguished Service Crosses, 559 Silver Stars and several thousand Bronze Stars and Purple Hearts. The 100th/442nd also was awarded eight Presidential Unit Citations. The units were inactivated in

# MORTUARY AFFAIRS SPECIALISTS PERFORM JOBS WITH REVERENCE AND SENSITIVITY

By *SGM Joe Adelizzi*  
301st Area Support Group

BAGHDAD INTERNATIONAL AIRPORT, Iraq — Seven Soldiers from the 169th Corps Support Battalion, 1st Corps Support Command, perform the delicate but necessary task of processing the remains of U.S. service members, Department of Defense contractors, Coalition forces, Iraqi Army and Iraqi National Guard Soldiers who lose their lives while supporting Operation Iraqi Freedom. They also process any Iraqi detainees or third country nationals who die while under the jurisdiction of U.S. forces and safeguard them until their remains can be handed over to their families.

Six are members of the 246th Quartermaster Company, an Army Reserve unit from Aquadilla, Puerto Rico, and the other, SGT Charron Holcombe, is from the 10th Mountain Division, Fort Drum, N.Y.

Their mission is to process and prepare human remains and personal effects for shipment to the United States or the deceased person's country of origin. Soldiers who carry the mortuary affairs specialist military occupational specialty are trained to use the term HR's when referring to their deceased fallen comrades. Its use in this story is not intended to convey disrespect to these heroes. It is only a reflection of how they are

SGT William Feliciano, SGT Charron Holcombe and SGT Joel Lopez at the US Army Mortuary, Baghdad International Airport.



PHOTO: SGM JOE ADELIZZI

trained to cope with the stress related to their work. Marines who perform the same duty refer to them as 'Angels.'

"The deceased member's unit is responsible for the gathering of the Soldier's personal property and completing the inventory of everything on a Department of Defense Form 1076, Military Operations Record of Personal Effects of Deceased Personnel," said SGT William Feliciano, noncommissioned officer in charge of the mortuary. "Units will appoint a casualty assistance officer to ensure that everything done and packed at their level is screened and accounted for."

"Once the HR's arrive here, we remove any personal items such as rings, identification tags and anything else that accompanies them, put them in a personal effects bag and tie it to their wrist, that's about as far as we go. We try and get all of the paperwork completed and the Service member on his way home in less than 24-hours," said SGT Joel Lopez, mortuary affairs specialist from the 246th Quartermaster Company.

The nature of their mission requires seven days-a-week, around-the-clock operations that involve all of their collective focus and dedication to perform these sensitive services for so many different organizations and ethnic groups. Other detachment members include SPC William Velez, SPC Arnaldo Irizarri, SPC Eric Pena and SPC Guillermo Ortiz. All are mortuary affairs specialists from the 246th Quartermaster Company.

In addition to the preparation and processing, the detachment arranges transportation back to the United States or country of origin, maintains the HR's in refrigerated trailers until the time of the scheduled flight, and finally drapes the aluminum transfer cases of U.S. service members and civilians with the Stars and Stripes prior to their departure.

Detachment members admit the most difficult part of their job is dealing with the relatives and family members of the deceased Iraqi Army, National Guard, and Iraqi detainees who come to claim their relatives. SGT Charron Holcombe reflected on some of the challenges they face.

"We try and mirror as close as possible what local customs and religious practices dictate, and there lies our greatest challenge. For example, Iraqi's do not want an autopsy performed on their family member for religious reasons, while we are required by regulation to determine the cause of death of every Iraqi detainee who dies while under U.S. custody. We have to try and operate in a way that satisfies everyone's requirements," Holcombe said.

"We often have to deal with very emotional situations when family members arrive to claim their relatives. There's a language barrier to overcome, and we use a lot of gestures to convey our sympathies for their loss. We try and tell them that we're here to take care of families to help them get their loved ones home. It's hard," Holcombe said.

# MAINTENANCE COMPANY GOES EXTRA MILE TO PROTECT SOLDIERS

By **Chuck Prichard**  
*Army Reserve Public Affairs*

CAMP BEUHRING, Kuwait — Like most GIs mobilized to support Operation Iraqi Freedom, CW4 Randy Joeckel likes to get mail. He appreciates the cards, letters and messages that family and friends have sent him since he was deployed to Camp Beuhring, Kuwait, in December 2004.

But Joeckel has a stack of 17 messages from relative strangers that hold a special meaning for him and the crew he supervises at the allied trades section of the U.S. Army Reserve's 276th Maintenance Company, Juana Diaz, Puerto Rico.

"All of the messages thank us for saving somebody's life. That makes us all feel pretty good about what we are doing here," said Joeckel, a resident of Beaver Dam, Wis.

The work that Joeckel's crew performs makes them a cross between contestants on the Monster Garage TV show and guardian angels. They cut pieces out of 4-by-8 foot sheets of ballistic steel and affix them to Army vehicles so that drivers and passengers will have some protection from gunfire and roadside bombs as they head north into Iraq.

In Army conversation the process is called "up armoring." Joeckel calls it good sense. "Vinyl and fiberglass don't stop bullets or shrapnel," he said, referring to the materials used to make standard doors and coverings for non-armored Humvees.

Soon after combat operations began in Iraq insurgents figured out that heavily protected armored fighting vehicles and tanks are difficult targets to damage. So they now aim their roadside bombs and weapons at the thin-skinned Humvees and cargo trucks.

Military outfitters responded by purchasing specialized kits to add armor protection to the vehicles. But makers of the so-called add-on armor kits simply could not keep pace with the demand. As a result, literally thousands of Soldiers faced the prospect of driving unprotected vehicles from the staging bases in Kuwait to the various military outposts in Iraq.

As a partial fix, the 699th Maintenance Company — the unit the 276th replaced in December, 2004 — began fabricating doors from steel plates to reinforce Humvees.

The Army categorizes armor protection in numerical levels. Level 1 offers the most protection with vehicle occupants completely enclosed in a factory-made armored capsule that

includes bullet and blast resistant glass. Level 2 offers occupants fairly good protection with armor plating added to vulnerable areas of the body and chassis, as well as the special ballistic glass replacing regular glass. The fabricated steel doors represent Level 3 protection because the procedure does not include the special glass and leaves most of the body in its original state. Joeckel emphasizes that Level 3 is the preferred term for the work his shop performs. "Some people call it hillbilly armor," he said with a frown. "That is a negative name for something that has such positive results."

When the 276th took over the mission they inherited a backlog of hundreds of requests for the steel doors. "And more were coming in every day because we were right at the beginning of the surge," Joeckel said, referring to the time when fresh units deploy to take over for those whose one-year stints are ending.

*"All of the messages thank us  
for saving somebody's life.  
That makes us all feel pretty good  
about what we are doing here."  
—CW4 Randy Joeckel*

The allied trades section usually has a crew of 12 members. But during the surge the company's leaders shifted Soldiers from other sections to beef up the shop's ranks to 85 Soldiers. Joeckel, who teaches industrial arts at a high school back home and is the shop's non-commissioned leader, taught basic cutting and welding to the transferred Soldiers.

"It was rough at first but they picked up on it pretty quick," said SSG Robert E. Cruz, the shop NCOIC.

As the crew gained skill, Joeckel and Cruz worked on improving the product. The 699th left them only with a template for Humvee doors.

The design used the vehicle's existing hinges that were made only to hold up lightweight doors. As a result, many of the doors broke loose after traveling only a few miles of bumpy roads. The 276th crew came up with a heavy duty hinge that keeps the doors firmly in place. They also modified the door design to fit Humvees that carry a hard shell fiberglass top.

"We just kept working at it and experimenting until we found something that really worked," Cruz said. Pretty soon, the product line expanded to include floorboard plates that provide extra protection from shrapnel.

"After we got the Humvees squared away, we started working on pieces for the other vehicles. Now we can outfit just about anything you've got," Cruz said, waving his hand over a large rack





PHOTO: CHUCK PRICHARD



A display shows customers the armor plating that the 276th Maintenance Co. can add to unprotected vehicles.

that displays the various parts the shop makes. There are doors and various protection panels for 21/2-ton and 5-ton trucks, LMTVs, HEMTTs, M915s and M917s.

In addition to design changes, the 276th also switched to better materials. Initial fabrications were made with regular sheet steel but earlier this year the shop started getting ballistic-grade steel. "It looks like regular steel but it is much, much harder," Joeckel explained.

Like any good salesman, Joeckel has a display model that demonstrates his product's features. Out in the front of the open-air shop is a metal stand that holds one of the Humvee doors made by the 276th's Soldiers.

A few months ago some experts from Aberdeen Proving Ground took the door to a nearby firing range and conducted a test. They shot five-round groups from an AK-47 at the door from 5, 10 and 25 meters. None of the 7.62mm bullets pierced the plate. While the shots pocked the outside of the door, only the rounds shot from five meters can be detected on the backside of the plate. The shots left some small raised bumps that are easier to feel than to see.

"We've had a lot of people come over here to see what we do. Some of them have doubts about this stuff. But once they take a look at this door they all sign up to get their vehicles worked on," said Joeckel.

And sign up they did. Since taking over the mission, the 276th has outfitted more than 13,000 vehicles. At the height of the surge the shop was running 24 hours a day with eight cutting stations and eight welding stations. "Man, we had it going on," Cruz exclaimed. "There were some days that we finished 160 vehicles."

[Left] SPC Dustin Dykes, 276th Maintenance Company, uses a plasma cutter to cut a Humvee door from a sheet of ballistic steel. Dykes was deployed in December 2004 and is now serving duty in Kuwait. (PHOTO BY CHUCK PRICHARD)

When the surge was over, the shop had outfitted 13 brigades worth of equipment. They used 124,000 hardened bolts, two tons of welding rods and more than \$24 million worth of ballistic steel.

"I cannot say enough about the work ethic of these Soldiers. We could not have done all that was asked of us if every single person had not given all they could and then gave some more," Joeckel said.

While Joeckel is quick to sing the praises of his section, the company's shop officer spreads the accolades a little further. "There is no doubt that the allied trades section has done some fantastic work. But when we shifted all of those Soldiers over there from the other sections the workload in those sections was just as intense. Everybody who wasn't involved in the up-armoring performed superbly to get all of the other jobs done," said CPT Brian Woodford, the 276th's shop officer.

The company provides a wide variety of maintenance services to units passing through on their way into or out of Iraq to include automotive maintenance, small arms repair and maintenance of radios and other electronic gear.

The company is supposed to perform maintenance at the direct support level, which is a step beyond the work that vehicle operators are supposed to do to keep their rides rolling, but the Soldiers of the 276th don't follow those rules. "If we can do something that helps the customer, regardless of whether it is an operator-level task or a direct support-level task, we do it," Woodford said.

The Soldiers of the 276th are maintaining that "customer first" attitude as they gear up for the next surge that will happen in a few months. While most of the extra helpers have returned to their respective sections, the Soldiers remaining in the allied trades shop are keeping busy by cutting and stockpiling a yard full of the protective panels.

In between those tasks they are making racks that mount in the back of trucks to carry large wooden spools of electrical cables, as well as making a few hundred copies of a Humvee spare tire carrier that they designed.

"We are always working on something that somebody needs," said Cruz, as he leaned on a large frame destined to become a barbecue grill for the camp's dining facility.



## USAR MAJOR RUNS EDUCATION CENTER IN WAR ZONE

*By Chuck Prichard*  
*Army Reserve Public Affairs*

MAJ Manuel Rodriguez expected his deployment to Iraq with an Army Reserve unit to disrupt his career as an educator. But a dose of common sense leadership has kept him in the classroom while he serves in the war zone.

"I never thought I would end up working as an educator over here. This assignment has been the most surprising and best part of my deployment," said Rodriguez, of San Juan, Puerto Rico.

His journey to Iraq began last July in the same way that many Army Reserve Soldiers are called to active duty.

"I got a call that said I was being transferred to another unit and that we were deploying to Iraq. I really wasn't expecting it. But I am a Soldier, so I go when they tell me to go," Rodriguez said, who served with the 8th Brigade of the 108th Training Division before being transferred.

Rodriguez packed his bags and headed off to the mobilization station at Fort Dix, N.J. to meet up with the other members of the 301st Area Support Group (ASG), an Army Reserve unit headquartered at Fort Totten, N.Y. He had been transferred to serve as the unit's mortuary affairs officer.

But Rodriguez's assignment changed when the 301st commander took an assessment of his troops while they were at the mobilization station. "I had everyone submit a resume and then I assigned people to positions that best matched their skills and experiences," said COL David Fitzgerald, commander of the 301st ASG.

The mission of the 301st is to run Logistic Support Area (LSA) Anaconda, a large military base located near Balad, Iraq. Fitzgerald functions as the "mayor" of the base and is responsible for providing a long list of basic public services for the 20,000 service members and civilian workers who live and work at the base.

After seeing that Rodriguez worked as an auxiliary professor at the University of Puerto Rico, Fitzgerald assigned him to run the education center at LSA Anaconda. Rodriguez was more than pleased with the change.

"I feel that I am doing something I am really good at and that will have a positive impact on many people," said Rodriguez.

An average of 125 service members come through the doors of the education center each day and Rodriguez and his staff of six helpers do everything they can to meet the students' variety of needs. Most come to the center for help in improving their performance on military aptitude tests — commonly called "GT scores" — which are a factor in promotions and requests for specialized training. Others are trying to keep up their college studies during deployment by taking College Level Examination Program (CLEP) tests. And some are interested in special classes such as Combat Life Saver. The center also offers General Educational Development (GED) test courses for those who need to complete their high school education.

"The GT improvement classes are the most popular," Rodriguez said. "Many Soldiers are taking advantage of the time they have available over here to improve their scores and further their military careers."

Most students who take the GT improvement course increase their scores by an average of 12 points. Several students have achieved the coveted score of 110, which is a prerequisite for application to specialized training including flight school and officer candidate training.

"We have had a couple of students reach the 110 and take the entrance exam for flight school. They are well on their way to becoming pilots. That would not have happened if we didn't have this center," Rodriguez said. "This deployment has turned out to be a fantastic experience for me. I am getting to use both my civilian and military skills to do something that I love."

MAJ Manuel Rodriguez runs the education center at LSA Anaconda.



PHOTO: CHUCK PRICHARD



# 414TH TRANSPORTATION COMPANY TRAINS FOR IRAQI CONVOY OPERATIONS

*By SPC Curt Cashour*  
Public Affairs Office  
Coalition Forces Land Component Command

UDAIRI RANGE, Kuwait — Convoy security has been a concern for military planners since long before the blitzkrieg to Baghdad in 2003. But as anti-Iraqi insurgents plot new ways to attack the Coalition Forces' primary method of transportation in Iraq, Soldiers in Kuwait are hard at work perfecting techniques to safely maneuver through the terrorist resistance.

Members of the Army Reserve 414th Transportation Company, Orangeburg, S.C. conducted live-fire convoy training, an integral piece of the whirlwind of exercises service members must complete before heading into Iraq. The training gave the 414th Soldiers a taste of what awaits them north of the Kuwait-Iraq border.

Before making their way through the convoy lane, the Soldiers lined up at the range's staging area. Chatting as they wolfed down meals ready to eat, the troops readied themselves for the roughly 22 km round-trip journey through a mock city.

Minutes later, the vehicles were off, twisting their way through the course's narrow, winding roads and bullet-riddled cars. In some places, dilapidated buildings and portraits of harmless-looking civilians lined the sides of the road.

More often than not, the faux civilians were flanked by pop-up targets, which prompted steady streams of gunfire from the Soldiers of the 414th. Each target provoked a cacophony of gunfire that rang out from the Humvees and trucks that participated in the training.

The exercise culminated with a mock ambush scenario that involved a downed truck and a casualty. While most of the group guarded the perimeter for enemy activity, a small group of Soldiers placed the casualty onto a litter and loaded it into a

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*Soldiers from the 414th Transportation Company scramble into position as they practice convoy procedures during a live-fire training exercise.*



PHOTO: CHUCK PRICHARD

Humvee. Another group of Soldiers rigged a tow strap to the downed vehicle. Once the convoy cleared the course, the Soldiers let off a smoke grenade to signal for a medical evacuation helicopter.

The convoy course was meant to simulate the dangerous back roads and village streets of Iraq — environments the 414th was soon to encounter on a daily basis.

*“Anytime I can be a part of making somebody’s life a little bit nicer, I feel like that’s my job.”*  
—SPC Steve Bunker

In the next few weeks 414th members are to leave for Talil, Iraq, their Humvees and trucks in tow, to conduct convoy security missions. The dangerous missions in Iraq will be a world away from the daily lives the citizen-Soldiers faced before deployment.

CPT Keil Scott is commander of the 414th Transportation Company.



A married mother of six, 1LT Adrienne Ethridge put her career as a mental health therapist along with her family life on hold for this deployment. Even though her husband had to quit his job to take care of the couple’s children, he still supports her mission whole-heartedly, said Ethridge, 39.

For Ethridge’s kids, who range in age from one to 14, a year away from mom will undoubtedly be tough, but Etheridge said she and her husband made every attempt to explain to them the importance of her mission.

“We had a family meeting and explained to them what was going on in the United States and overseas. We told them there’s other parents [in Iraq] as well,” she said.

As unit members are dealing with personal family issues, 414th Commander CPT Keil Scott, 36, had some familiar concerns of his own. Because of previous activations, only 18 original 414th members were participating in this deployment. Scott and other 414th leaders spent several months integrating 97 new Soldiers into the unit from Reserve units across 13 states.

The influx of new personalities and leadership styles sent Scott scrambling to build cohesion among the ranks, but he credited the unit’s rigorous train-up with bringing the Soldiers together.

The group spent a month at Fort Bragg, N.C., training seven days a week in various tactics including convoy, ground assault and reflexive and defensive fire operations.

SGT Carlos McNeil usually serves with the 320th Combat Support Hospital, Greensborough, N.C. On this deployment, the 27-year-old registered nurse served as a combat medic.

Since he joined the 414th on March 10, 2005, McNeil said he has tried to impart the lessons of teamwork and attention to detail he learned during his 1999 deployment to Bosnia.

But McNeil isn’t the only 414th Soldier with combat experience. SPC Steve Bunker deployed to Kuwait during Operation Desert Storm. Back then, the landscape of the desert nation looked quite different than it does today, he said.

“When I got here, it seemed like the whole country was on fire,” said Bunker, 38, who will serve as the commander’s driver during this deployment.

Like all 414th Soldiers, Bunker put a lot on hold to do his part for the U.S. mission in Iraq. His yearlong deployment meant he would not be around to run his hazardous materials handling business, which he sold prior to leaving the United States. But Bunker doesn’t have any regrets. In fact, he said he plans to become a full-time Soldier after returning from his tour in Iraq.

“Anytime I can be a part of making somebody’s life a little bit nicer, I feel like that’s my job,” Bunker said.



## WEST VIRGINIA RESERVE ENGINEERS UPGRADE IRAQI BASE

*By MAJ John House  
Public Affairs Office  
30th Engineer Brigade*

FORWARD OPERATING BASE (FOB) ENDURANCE, Iraq — It has been known as “Q-West” due to the difficult-to-pronounce name of the nearby city of Al Qayyarah in northern Iraq. The base, a relic of Saddam Hussein’s former military machine, has slowly deteriorated from years of neglect. The base is now known as “Q-West Logistics Support Area” and is undergoing significant upgrades thanks to B Company, 463rd Engineer Battalion, U.S. Army Reserve, Weirton, W. Va. The upgrades include construction of a guard tower, grading the staging area at the entry control point (ECP), building berms and roads for a fuel tank farm and renovating several barracks.

“Q-West needed to have work done,” said BG Thomas Lawing, commander of the 30th Engineer Brigade, North Carolina National Guard, the higher headquarters for the 463rd. Lawing and his staff did a site assessment in February, 2005. “You could not drive through the fuel farm; you couldn’t drive through the ECP—people got stuck; you couldn’t operate the fuel farm effectively.”

LTC Robert Clark, deputy commander of the 917th Corps Support Group, the primary tenant organization, added, “we had to make the ECP accessible to 300-plus trucks a day. We didn’t have the visibility we needed from the tower—it did not meet force protection standards. And, we didn’t have adequate troop housing.”

“B Company was the first line company that successfully completed our holdover projects from our predecessors (at Logistics Support Area Anaconda)” said LTC Bruce Hackett, battalion commander. “The company was primed to tackle very similar work...at FOB Endurance.”

The 463rd Engineer Battalion has three combat heavy companies capable of undertaking horizontal (earth-moving) and

Scrapers from B Company, 463rd Engineer Battalion move an average of 100 loads of dirt each day on projects to improve the entry control point and fuel storage area at Camp Endurance.



PHOTO: MAJ JOHN HOUSE





vertical (building) engineer missions. CPT Timothy Gale, B Company commander and a veteran of Operation Iraqi Freedom I, (OIF I), was eager to take on the mission. “We’re here to improve the (base) infrastructure,” said Gale. He observed that his company was perfectly suited for the task. “This is the best utilization of (engineer) equipment I’ve seen in theater.”

The new wooden guard tower at FOB Endurance will be about 30 feet tall, weigh 37 tons, and rest on a 15-ton concrete base. It will have two tiers. “It’ll be one of the largest wooden guard towers in all of Iraq,” said 2LT Eric Bowser proudly. Bowser, 2nd platoon leader, helped design and build it.

As many as 300 or more tractor-trailers can arrive at Q-West ECP on a single day. “The camp had to have a staging area for in-bound convoy trucks before they proceed through the inspection lanes,” said SGT Joshua Kerr.

D7 dozers and 130G graders team up to cut down the grade, according to Kerr. “The dozers are equipped with Laser Plane systems, which enable us to grade the dirt precisely where we need it (for drainage),” he said. A Hyex excavator removes excess dirt that can be used at other project sites.

One such site is the bulk fuel storage area. “Our job consists of taking the existing field, bringing it to grade, initially. Then, we start with the placement of the (four-sided) berms,” said 1LT William Irwin, 3rd Platoon. “When the berms are done, the quartermaster company can install the plastic liners and the bags.” 3rd Platoon is also improving the access roads.

The result of this effort “makes it faster and safer to transfer fuel,” said SGT Laverne Overton, 50th Quartermaster Company, Fort Carson, Colo. The 59th Transportation Company receives fuel from civilian trucks from Turkey and issues bulk fuel to three transportation companies for distribution to coalition forces throughout northern Iraq. When completed, the area will store 120 50-thousand gallon fuel bladders, effectively, doubling our storage capacity, according to Clark.

Keeping the equipment functioning in the desert environment is a challenge for B Company’s maintenance platoon. “Dust and debris cause problems,” said SPC Sarah Grubb, a mechanic. The equipment “needs a lot of replacement parts,” she said.

“Being so far from the supply chain has posed some problems,” according to Gale. “But the maintenance platoon is

*“We completely gut the buildings, concrete the windows, install all new electric, including ceiling fans, lighting and air-conditioning. The new tenants can use the former shower area for offices, supply storage or a common use area.”*

*—1LT Matthew Slyder*

doing a great job keeping things running.” Tents and aircraft hangars provide temporary shelter for many Soldiers at FOB Endurance. That translates to a critical housing shortage. To help alleviate the shortage, B Company is renovating 16 Quads (four-bay barracks) and bringing them up to hygiene and force-protection standards. Each quad, when complete, will house 64 Soldiers. “That’s housing for over 1,000 soldiers,” said Gale.

“We completely gut the buildings, concrete the windows, install all new electric, including ceiling fans, lighting and air-conditioning,” said 1LT Matthew Slyder, 1st Platoon leader. The platoon also clears debris from the roofs and courtyards and guts the shower area. “The new tenants can use the former shower area for offices, supply storage, or a common area,” said Slyder.

Each quad renovation requires 900 two-by-fours, 400 sheets of plywood, 200 bags of cement, and 20 rolls of wire, depending on the size of the spool. Gale is proud of his Soldiers for meeting the challenges. “They take the mission seriously, stay on schedule, and get the job done,” he said. **ARM**

SGT Jeremy Kohler uses a crowbar to gut the interior of the “quads” at Camp Endurance. The renovated buildings will provide housing for more than 1000 soldiers.



PHOTO: MAJ JOHN HOUSE

[Left] SSG Daniel Bigelow wields his hammer on the improved guard tower at the entry control point at Camp Endurance in northern Iraq. The two-tiered tower will provide better visibility and enhanced force protection. (PHOTO BY MAJ JOHN HOUSE)



# FEATURES

## *Exercise Red Dragon Helps Soldiers Respond to Chemical Disaster*

*By Chuck Prichard*  
*Army Reserve Public Affairs*

**E**xercise Red Dragon was designed to help Army Reserve Soldiers learn how to better cooperate with civilian authorities during response to a large-scale chemical disaster. While it sometimes looked like more of a test of Murphy's Law, the exercise held in June 2005 at Fort McCoy, Wis., did provide valuable training experience for the more than 500 Army Reserve Soldiers who participated.

"The exercise was a success because it literally was a disaster. Everything that could go wrong did go wrong," said LTC Terry Farrell, U.S. Army Reserve Command (USARC). "But commanders reacted. The installation reacted. Soldiers reacted. They responded with a can-do attitude. They fixed whatever the problems were and they learned as much as they could from the exercise."

Farrell and a crew from the USARC's Homeland Defense Division joined forces with Fort McCoy's emergency services team to put on Red Dragon for the second consecutive year. The exercise was the highlight of annual training for the Army Reserve units that participated. For the Fort McCoy Emergency Services Chief Terry Gough and his team of responders, the

exercise provided practice in dealing with large-scale incidents that require cooperation between several different agencies.

The scenario called for the Fort McCoy team to prepare the post to handle victims of a nearby nuclear detonation. In the midst of that response the playbook called for a chemical "dirty bomb" to go off in the post's rail yard, thus creating a second, more immediate situation for the crews to handle.

The first dose of reality hit when responders working with the fake dirty bomb found another suspicious device in the rail yard. Exercise play was shut down for a little while as responders tried to figure out the true nature of the second device. Once the apparatus was identified as a harmless piece of railroad equipment, exercise play resumed.

Under the direction of the Fort McCoy response team, Soldiers from Army Reserve chemical units donned protective suits and practiced procedures to check out a suspected contaminated area and to deal with the victims of a chemical attack. Some Soldiers acted as victims of the disaster and were treated to a host of decontamination procedures conducted at special facilities that resembled portable assembly line style showers. Mannequins were also strewn about the grounds of the affected area, allowing Soldiers a chance to practice recovery procedures in a contaminated area.

The smoke generator made a steady cloud of smoke. The resulting shroud of white smoke was to simulate the type of atmospheric obstruction a dirty bomb would create.

During the play the Fort McCoy team implemented its procedure to shut down and evacuate the post. Roads were closed and buildings were cleared. But that drill was interrupted by another shot of reality when the gates had to be opened in the late afternoon to allow in traffic destined for a funeral service that was held at the Army Reserve Readiness Training Center.



PHOTO: CHUCK PRICHARD

Members of the U.S. Army Reserve's 401st Chemical Company assess the victims of a notional chemical bomb to see what kind of decontamination they need. Both mannequins and live Soldiers played the role of victims during exercise Red Dragon.

[Right] Members of the U.S. Army Reserve's 704th Chemical Company go through decontamination procedures during Exercise Red Dragon. The exercise was conducted in June 2005 by the Fort McCoy emergency services team and the Army Reserve.



Despite complaints by some local people who were inconvenienced, Gough and his team pressed on with the exercise. "They did a fantastic job of applying their resources to both the exercise and the real world situations," Farrell said. "They knew that people were being inconvenienced but they also realized the importance of developing the practices that might one day save the lives of those who were inconvenienced."

For many of the Soldiers, the exercise was the highlight of two week's worth of training that units typically perform each year. "We have been working with this equipment for about three years now. This is probably the most in depth we have been with it," said SGT Louis Scapicchio, a squad leader with the 401st Chemical Company from Boston, Mass. "This is actually a new set up that we are trying. This training has been really good.

We have had these two weeks to work with it and we are breaking records with our set up time."

Army Reserve units participating in the exercise included the 415th Chemical Brigade, the 479th and 490th Chemical Battalions, the 1008th Quartermaster Company, and the following Chemical Companies: 329th, 355th, 357th, 366th, 377th, 392nd, 401st and 704th.

Farrell anticipates that Red Dragon will spread its wings a little wider over Fort McCoy next year. "We will take the lessons that we learned during this exercise and build on those for next year. We will also build on the excellent working relationship that we have with the Fort McCoy installation staff," Farrell said.



PHOTO: CHUCK PRICHARD

# Protecting the Boss Requires Specialty Skills, Instincts for Reserve Soldier

By MSG Richard Lambert  
Public Affairs Office  
94th Regional Readiness Command

Engineers build things, truck drivers drive trucks, and 366th Military Police (MP) Detachment Criminal Investigation Division (CID) agents who work protective services, protect the principal or boss.

Physical objects are visible and the mission is apparent. Protection of a principal requires intuition, hunches, gut feeling and a tremendous amount of unseen work behind the scenes critical to the successful protection of the boss.

Warrant Officer Candidate (WOC) Charles Blackmar Jr., Special Agent, 366th Military Police (MP) Criminal Investigation Division, is a boss in his military and civilian roles. A quiet professional, Blackmar performed 35 protection missions while deployed world-wide in the Global War on Terrorism (GWOT), with 20 missions as the Mission Special Agent in Charge (MSAC) and 10 as the Assistant Special Agent in Charge (ASAC) from August 2003 to December 2004.

Blackmar passed through nine different countries in 18 months with principals like the Secretary of Defense, Chairman of the Joint Chiefs of Staff and the Chief of Staff of the Army, whom he called “The Boss.”

“The toughest places we went to were where there was a war zone. We really had to be on the ball there,” said Blackmar. “There were times when we were in Al Ramadi that there were mortars coming in 100 meters from where we were staying. When we were down for the night we would hear the attacks and the shooting.”

Initially, due to Blackmar’s rank (SSG at the time), he was delegated to being a Special Agent who worked on missions to protect the principal. After only two months on the job he was recognized for his skills as an agent and assigned as the MSAC in charge of senior agents.

With more than 22 years service as a police officer in Warwick, R.I., Blackmar’s civilian career has honed his instincts and abilities to a razor’s edge. Blackmar’s undercover work running informants to develop cases on a Joint Drug Suppression Team for the CID in Germany in the early 1980’s got him hooked on working investigations for the military on his initial enlistment. He was awarded a Meritorious Service Medal in his third year of active military service.



PHOTO: U.S. ARMY

SGT Corey Benoit, left and SGT David Callahan, right, 94th Military Police Company stand in front of their war-ready Humvee with Special Agent Charles Blackmar Jr.

“When assigned to the Protective Services Unit (PSU), you do protection. It is a specialty unit inside the CID where they assign people to just do that part of the mission,” said Blackmar. “CID is broken into many different specialties. They have laboratory people, protective service, a fraud unit, a major case investigating unit, and others.”

In Iraq and other foreign countries Blackmar faced numerous challenges and situations. “Iraq is a war zone, so we had a different approach. We had more weaponry and a bigger convoy. We had more support units assisting us, other MP units and air support,” said Blackmar.

“We interacted with many other countries’ embassies, police departments, and their Federal Bureau of Investigation (FBI) equivalent. Sometimes they would assist with the protection of our boss with their protocol office and anti-terrorism teams,” said Blackmar.

Three weeks of additional training in protective services is required before an agent does a mission, according to Blackmar. “There are certain steps you are taught to complete, from the notification of the mission to completion,” said Blackmar. Duties include prepping for the mission, making travel plans and getting agents to the site.

According to Blackmar, a quiet, calm demeanor and not being easily ruffled are traits imperative to being a good agent. “In a sense we try to show up and be as discreet as possible. We do not want to be time and place predictable,” said Blackmar.

Despite the hardships and danger, Blackmar enjoyed his deployment. “It was incredibly interesting work. I did not actually want to leave. I enjoyed traveling around the world and going to these different places,” said Blackmar. “Dealing with embassy people, ambassadors and other generals was very interesting.”

Impressions of why Blackmar’s work was so important became obvious to him during his mobilization. “It is a necessity after 9/11. These people (principals) are very important and they need to be protected here and abroad,” said Blackmar.



# Staff Ride Program Rewards Participants With Civil War Realism

By Paul Adams  
Army Reserve Public Affairs

An opportunity to enhance warrior ethos and relive a slice of history with an on-site experience of an actual Civil War battlefield rewarded 20 participants in the Third Quarter U.S. Army Reserve Command (USARC) Weekday Staff Ride to Kennesaw Mountain, Ga. May 20, 2005. Participants learned about the key role the Battle of Kennesaw played in the defeat of the Confederacy.

The Army Reserve Staff Ride Program is a series of activities that offer commanders, staff chiefs and Soldiers the chance to apply battle-focused training, leader training and development and the principles of war at authorized sites, such as Kennesaw.

The Battle of Kennesaw during June and July of 1864 was a turning point in the Civil War because the Union victory there led to the fall of Atlanta.

The Union general in charge of the campaign, William T. Sherman, stated, "Atlanta was too important a place in the hand of the enemy to be left undisturbed, with its magazines, stores, arsenals, workshops, foundries, and more especially its railroads, which converged there from the four great cardinal points." General Sherman realized he had to win at Kennesaw to get to Atlanta, to conduct his famous March to the Sea, and to ultimately defeat the Confederacy.

Dr. Lee Harford (in Union Army uniform), the Army Reserve historian, discusses the experiences of the Battle of Kennesaw with Staff Ride participants.



PHOTO: TYRONE SCOTT

"The goal of the field trip involves placing participants on the actual terrain of a critical battle, confronting them with an actual tactical and operational situation, and, thus, stimulating them to reach conclusions or derive important lessons from the past to enhance professional competence in the future," said Tyrone Scott, field historian with the USARC office of Army Reserve History.

Doctor Lee Harford, the Army Reserve historian, who managed the event, opened with an overview and discussion of Army values, the Warrior Ethos and leadership. "This Staff Ride instills Army values and encourages Soldiers to analyze unit tactics for fighting in a combat zone," Harford told the participants.

He also discussed the significance of the Kennesaw battle and its impact on the rest of the Civil War. Harford contributed to the realism and authenticity of the staff ride by wearing a full Union Army uniform as he discussed the experiences on the actual battlefield.

According to Scott, staff rides primarily focus on the following learning objectives: exposure to the "face of battle" and the timeless human dimensions of warfare; a case study in good and bad leadership and the resulting command climates, applicable at any level of leadership; a case study in how logistical considerations affect tactical operations; and a case study of the effects of terrain upon plans and their implementation.

"In addition, the experience provides a laboratory for concrete examples of the current Army Values and Army Civilian Corps Creed in actual military situations and on the ground where they really happened," Scott said. "In the past we have conducted staff rides to Vicksburg, Miss. to learn about the Battle of Vicksburg and Chickamauga, Ga. and Chattanooga, Tenn. to learn about the battles of Chickamauga, Lookout Mountain and Missionary Ridge, respectively."

To learn more about the Army Reserve Staff Ride Program or times and locations for the next events, contact Tyrone Scott at (404) 464-8462 or [tyronne.scott@us.army.mil](mailto:tyronne.scott@us.army.mil).

## U.S. ARMY RESERVE MAJOR SUBORDINATE COMMANDS' WEEKEND EVENTS 2005

Nov 18-20 Staff Ride to Stones River/Tullahoma Campaign

## 2006

Feb 24-26 Staff Ride to Stones River/Tullahoma Campaign

Apr 14-16 Staff Ride to Shiloh Campaign

Sep 8-10 Staff Ride to Shiloh Campaign

## U.S. ARMY RESERVE COMMAND HEADQUARTERS' DAY TRIPS

## 2005

Nov 5 Staff Ride to Lookout Mountain/Missionary Ridge

## 2006

Feb 3 Staff Ride to Andersonville

May 19 Staff Ride to Kennesaw Mountain/Pickett's Mill

Sep 15 Staff Ride to Chickamauga



# Newly Created MIRC to Improve Readiness Of Army Reserve Intelligence

**By LTC Michael Sands**  
**Public Affairs Office**  
**Military Intelligence Readiness Command**

**A**s the Army continues with the Global War on Terrorism, it strives to improve its capabilities by forming new training methods, tactics and organizations. A recently created unit is the Military Intelligence Readiness Command (MIRC), headquartered at Fort Belvoir, Va.

The objective of the MIRC is to improve the readiness of Army Reserve Military Intelligence (MI) Soldiers and units, according to MG George Fay, Department of the Army (DA) deputy security officer G-2. "Ultimately, the MIRC is our opportunity to do just that-to provide increased readiness of the Reserve MI force by providing trained and ready Soldiers and units," Fay said.

As a reserve officer of many years and former deputy commander of the Intelligence and Security Command, Fay has witnessed a key challenge to Army Reserve intelligence, specifically, training highly skilled Soldiers so that they are ready when called upon. However, there is limited time to train in a part-time capacity. The MIRC was formed to meet this challenge, but how exactly will the MIRC accomplish its objective?

COL Dorothy Perkins, chief of manpower and reserve affairs, European Command, envisions the MIRC as a command that completely manages the Army Reserve MI force, specifically recruiting, and training Soldiers to do their jobs making units ready to deploy and creating a force structure to allow Soldiers to grow, mature, be promoted and assume higher level responsibilities.

Prior to the MIRC's existence, there was no organization solely responsible for recruiting and training Army Reserve MI Soldiers, nor were there clear career paths for Soldiers to determine subsequent assignments for further professional development. The Soldier was responsible for finding a unit to which he would be assigned and determine on his own where his next assignment would be if his present unit had no vacancies. The MIRC's charge is to provide training and development opportunities for Soldiers in a more deliberate manner.

"The MIRC can further influence the active component's ability to access Army Reserve MI units and skillfully integrate them into the fight. In doing so, the MIRC may foster a greater understanding among supported commands of Army Reserve

MI unit composition, availability, capability, and specific methods of obtaining MI Soldiers from the Army Reserve. In addition, there is a huge ability to leverage support through the MIRC's five Army Reserve Intelligence Support Centers throughout the United States," said Perkins.

MIRC units are always "in the fight" and provide ongoing intelligence support to active Army units worldwide. During the Global War on Terrorism, some units deployed while others supported from Army Reserve Intelligence Support Centers (ARISC) throughout the United States. Although not deployed, these Soldiers provide valuable intelligence support to forward-deployed units through the use of technology.

The MIRC is the single point of contact "for one stop shopping" for Army Reserve intelligence. "The ability for units in the field to reach out and touch Army Reserve MI assets is more important than ever," Perkins said. "Commanders in the field easily understand having a central point of contact to obtain MI unit support."

"In the past, field units have found it difficult to reach Army Reserve MI Soldiers, articulate requirements and receive adequate responsiveness. The MIRC will ensure the Army Reserve will optimally meet the warfighter's needs for MI that support and determine the right mix of specific needs intelligence support for the warfighter to meet's intelligence strategies and requirements. The MIRC's existence has both an immediate and lasting impact on improved support to the warfighter," Perkins said.

The MIRC is already having a positive impact by establishing working relationships with the warfighter to improve intelligence support from the Army Reserve. The MIRC is also identifying innovative ways to train Soldiers, given limited time and resources.

Fay sees the MIRC as enabling the Army Reserve MI Force to have a stronger voice both in the Army intelligence community and broader intelligence community. "The MIRC will be able to conduct focused intelligence training and assignments for the entire Army Reserve MI Force. Historically, the Army Reserve has often dragged way behind Active Army counterparts in training, equipment and technical advances. The MIRC will be more agile and flexible to the ever changing needs and requirements of the army," Fay said.

With the increased emphasis on intelligence support, the MIRC will play a key role in attempting to influence and respond to requirements, policy decisions and changes that directly affect Army Reserve MI Soldiers.

There is lots of work to be done, but the end result is to train Soldiers to be ready when the nation calls for them. The MIRC is committed to this mission.

# Golden Medic Prepares Medical Soldiers for Duty in Iraq

By SFC Craig Pickett  
350th Mobile Public Affairs Detachment

**F**ORT GORDON, Ga. — Soldiers participating in Golden Medic at Fort Gordon, Ga., received a small sampling of duty in Iraq. It was not from a newscast or video game, but from realistic training dished out by an opposing force (OPFOR).

The OPFOR brings realism to the training by adopting the enemy's dress, mannerisms and language. Then it develops scenarios based on what is happening in combat zones overseas and provides live role players as either enemy Soldiers or civilians on the battlefield. "We try to simulate encounters found on the battlefield," said SPC Paul Nash, an OPFOR member with the 338th Medical Brigade, Chester, Penn. "Troops need to be able to distinguish between the enemy and civilians. You can't treat everyone as a hostile, but the enemy is deceitful."

For those reasons, Nash, who served in Uzbekistan, said Soldiers need to be able to refer to their Standard Operating Procedures (SOPs) and Rules of Engagement (ROE) when dealing with situations, whether at the front gate or anywhere else. He speaks about these points after every encounter during the After Action Review (AAR).

The AAR is the catalyst for learning at Golden Medic, where over 1,000 medical Soldiers have gathered to practice their Soldier skills as well as their military occupational specialties. The AAR provides an open discussion where an event is broken down to its basic elements. Everyone has the power to bring up things that went right or wrong without laying blame or judg-



PHOTO: SFC CRAIG PICKETT

An OPFOR member pleads for help from Soldiers guarding the gate as part of a scenario where a mother has an injured baby and is seeking aid.

ment. "I trained the OPFOR to run the AAR so it could bring out the positive aspects and the ones that need to be rehearsed," said Lyle Daniels, a retired command sergeant major working as a trainer with the OPFOR as well as managing the Multiple Integrated Laser Engagement System (MILES) equipment for the exercise.

Through this interaction Soldiers can see how mistakes were made and collectively learn how to avoid them in the future. It can also be a time to highlight what went right so Soldiers can remember those actions as well.

During this process, the OPFOR is instrumental because it is able to speak from a point of view of attackers and illustrate the strengths and weaknesses of the defenders. "We want to antagonize them to the point they make a mistake and make them realize how a few people can rattle a large group," said MSG Cathy Byrnes, an OPFOR member with the 338th Medical Brigade. "It helps them learn more about SOPs and ROE."

In the short time Soldiers have been on the ground at Fort Gordon, they have adapted well to the situation. "I have seen a change in just a few days. They have gone from working as individuals to working as a team," said CPT Christopher Kesting, 323rd Combat Support Hospital, who was acting as the officer in charge of the quick reaction force guarding the front gate to training area 26.

Overall, Kesting felt his Soldiers did an excellent job reacting to the incident at the gate, especially since most are all medically trained and not infantrymen, and with each new scenario and AAR, they are only getting better. **ARM**

SGT Gary MacFadden, 323rd Combat Support Hospital, tells an OPFOR participant to get back through non-verbal communication.



PHOTO: SFC CRAIG PICKETT



## People

### DRILL SERGEANTS HONOR NASCAR MOTHER MARTHA NEMECHKI AT THE COCA-COLA 600

By Margaret Heatherman

G-1

108th Division (Institutional Training)

CHARLOTTE, N.C. — Drill sergeants from the 3d Battalion, 518th Infantry Regiment (3-518th Inf.) presented a new drill sergeant's hat to the mother of Army sponsored NASCAR driver Joe Nemechek in May at the Coca-Cola 600 Lowe's Motor Speedway.

Martha Nemechek is well known in the NASCAR garage for her desert camouflage BDUs, drill sergeant's hat and her support to her son. In honor of Soldiers' service and in keeping with her son's sponsorship by the U.S. Army, Martha wears the military gear at every race she attends.

Nemechek, like many NASCAR drivers, has reached celebrity status, and like many of them, is drafted to support different causes. "We thought it was time for Joe and his mother to be recognized for their support to Soldiers," said CPT Todd Scandrett, E Company, 3-518th Infantry and coordinator of the events at the Coca-Cola 600.

According to the U.S. Army Strategic Outreach Directorate, an old World War II friend gave Martha's old hat to her. The hat was worn but had great sentimental value. "We thought it would be a nice gesture to offer her a new one," said Scandrett. "The honor was more of us showing our gratitude to her and her son for all the support they give the total Army every week when they go racing."

"Martha was very gracious and appreciative," said Scandrett. "She was sure to give all of the Drill Sergeants a hug and express her gratitude." The battalion gave her a protective hatbox to store her

old hat. She stored it and wore her new hat for the rest of the race activities.

"Giving Joe Nemechek's mom a new drill hat was really something," said SFC Wesley Wiles, a drill sergeant for the 3-518th. "She was so wonderful and great to talk to."

Besides the presentation to Martha, the 3-518th presented Joe Nemechek with a battalion coin.

The 3-518th used their visit at the Coca-Cola 600 to grab the attention of nearly 170,000 fans and direct them to the opportunities that exist within the division. NASCAR also invited them to act as a driver's cordon during driver introductions. "I felt that it was a great mission for us. Not only did we recruit, but we interfaced with people who knew little of today's Army," said Wiles.

During the recruiting phase of the visit, battalion drill sergeants participated in active recruiting at a U.S. Army interactive display. They were available to answer questions about basic training, the Army Reserve and the 108th Division. "We had lots of prior service Soldiers who were interested in our unit and its mission," said Wiles. "We explained the process of becoming a drill sergeant and our mission, whether it might be basic combat training at Fort

Jackson, S.C. or maybe training the Iraqi Army."

The battalion reported an overwhelming reception from the raceway's general audience. "I have never felt so much appreciation for wearing the uniform. Prior to getting to the event we were given a police escort all the way through traffic to make sure we were not late getting to the track," said Scandrett. "Once at the track the public was very gracious, either telling us of loved ones that have served, are serving or have given all for this country. So many people just wanted to come up and shake our hands to say thank you. I can't even count the number of pictures we all posed for."

"The most amazing experience happened as we were walking from the vendor/interactive display area to the track," said Scandrett. "We were passing through the parking area where many fans had already begun tailgating. All of a sudden we heard clapping. As we continued to walk to the track the clapping got louder and we realized that we were getting a standing ovation from the fans

Martha Nemechek accepts a new drill sergeant hat from the drill sergeants of the 3-518th Infantry. Nemechek was thanked for her support to U.S. Army Soldiers. Flanking her is SFC John Stearns and SSG Vinton Simpson. Behind her are SSG Matthew Blanchett and SSG Thomas Tucker.



PHOTO: CPT TODD SCANDRETT



as we passed by. It was a very touching moment to see that what we do really does matter and is appreciated.”

The battalion set up interactive displays for race fans to see, experience and touch. The display had a climbing wall for young recruits to test out. There was a simulator of an up armored Humvee equipped with an M249 Squad Automatic Weapon that allowed two individuals to proceed through a simulated Iraqi town as part of convoy security. As the convoy would encounter the enemy, the future Soldiers were able to fire the weapon systems on board and get a feel for what could happen during a firefight.

The Army also provided a full motion simulator ride of an Apache attack helicopter. “To me, they seem to like the Apache simulator the best,” said Wiles.

There was also a trailer that had uniforms and equipment of today’s modern Soldiers so the public can see the technology that is being used to fight conflicts around the world.

Retention and recruiting have been watchwords from the Chief of the Army Reserve. The battalion thought the Speedway would be an innovative way to get the attention of the audience the Army is seeking to reach out to. “As leaders we are always told that we must think outside the box. We are told that we are all recruiters and that we need to come up with new and interesting ways to get our recruitment message out to the public,” said Scandrett. “As both a leader and a NASCAR fan I realized that there is an enormous market within NASCAR.”

The battalion hopes to make this a yearly event. “I am a huge NASCAR fan and being able to work with the U.S. Army 01 team is an honor I would love to continue,” said Scandrett.

“I want to thank my unit for letting us participate in a great mission and I want to thank all the NASCAR fans for the support they showed us,” said Wiles.

## NEW CHIEF OF STAFF APPOINTED AT USARC

ATLANTA — BG Oscar R. Anderson has been appointed chief of staff of the Headquarters, U.S. Army Reserve Command at Fort McPherson, Ga. He reported to his new assignment July 5, 2005.

Anderson previously was assistant division commander (Support) for the First Armored Division, U.S. Army Europe and Seventh Army for the past year. Prior to that he held joint assignments with the joint staff, Washington, D.C. as chief, Central Asia/South Asia Division, Asia/Pacific Directorate and deputy director of International Negotiations and Multilateral Affairs, J-5.

Anderson has held command positions at every level from platoon to brigade in addition to staff positions in logistics and operations while assigned to armor and infantry units throughout his career. He was also chief of staff of the 4th Infantry Division at Fort Hood, Texas.

His education includes a master of science in administration from Central Michigan University and a master of arts in national security and strategic studies from the National Defense University. He received his commission through ROTC from Stephen F. Austin University in August 1975.

BG Oscar R. Anderson, chief of staff, U.S. Army Reserve Command



PHOTO: U.S. ARMY

Anderson’s awards include the Defense Superior Service Medal, Legion of Merit with Oak Leaf Cluster, Meritorious Service Medal with 3 Oak Leaf Clusters, Army Commendation Medal with two Oak Leaf Clusters, Army Achievement Medal with Oak Leaf Cluster and the Ranger Tab.

## KENNETH WILLIAMSON JOINS SENIOR EXECUTIVE RANKS

By Chuck Prichard  
*Army Reserve Public Affairs*

FORT MCPHERSON, Ga. — Chief Executive Officer (CXO) of the U.S. Army Reserve Kenneth Williamson became one of the few federal employees to reach the elite ranks of Senior Executive Service during a ceremony held at the U.S. Army Reserve Headquarters May 27, 2005.

“Although Ken has done excellent work during his many years of service, this promotion is not a reward for a job well done. Instead, it is recognition of Ken’s potential to do even better things in his continued service to our organization,” said LTG James R. Helmly, Chief, Army Reserve.

Williamson has been the U.S. Army Reserve Command’s (USARC’s) CXO since August 1998. He provides

Kenneth Williamson, chief executive officer of the Army Reserve, center, recites the oath being administered by LTG James R. Helmly, commander, U.S. Army Reserve Command, during a ceremony to recognize Williamson’s promotion into the Senior Executive Service corps. Williamson’s wife, Ellen, left, and many of his other family members attended the ceremony.



PHOTO: CHUCK PRICHARD

executive leadership, management and oversight of all activities carried out under the USARC flag. As the highest ranking civilian in the organization, Williamson's responsibilities span 48 general officer commands, include more than 2,000 Troop Program Units, 180,000 Army Reserve Soldiers and more than 20,000 full-time Soldiers, Department of the Army Civilians and Military Technicians.

## 99TH REGIONAL READINESS COMMAND SOLDIER RECEIVES GENERAL DOUGLAS MACARTHUR LEADERSHIP AWARD

*By 1LT Chris Coleman  
354th Mobile Public Affairs Detachment*

CORAPOLIS, Pa. — Twenty-seven company-grade officers were honored on May 25, 2005 when they were awarded the General Douglas MacArthur Leadership Award. One of them, CPT Mike Pribish, is a 99th Regional Readiness Command (RRC) Soldier who earned his award for commanding Bravo Company, 458th Engineer Battalion while deployed in Baghdad, Iraq.

The General Douglas MacArthur Leadership Award is given annually to active duty, U.S. Army Reserve and National Guard commissioned and warrant officers who exemplify Gen. MacArthur's credo: "Duty, Honor, Country."

Only seven Army Reserve officers receive the award each year. Other Army Reserve awardees were: CPT John S. Cecil, 81st RRC; CPT Robert H. Clapper II, 108th Division Institutional Training (IT); CW2 Frank O. Davis, 88th RRC; CPT Thomas L. Enright, 90th RRC; CPT Allen R. Horner, 96th RRC; and 1LT Tamara O. Montgomery, U.S. Army Civil Affairs and Psychological Operations Command.

*CPT Mike Pribish, commander, Company B, 458th Engineer Battalion receives the General Douglas MacArthur Leadership Award from the Chief of Staff of the Army, GEN Peter J. Schoomaker.*

Pribish credited the Soldiers and non-commissioned officers (NCOs) in his unit for enabling him to be among this year's elite group of awardees.

"The Soldiers, NCOs and senior leadership — this award is really for them. That's how I feel. It's easy to lead a great team," Pribish said.

Selection is based on the overall leadership performance of the officer during the calendar year of consideration — and for Pribish, it was a year that included more than 180 combat engineer missions in Iraq. "To me, it was a great honor for my company to be recognized for their achievements — the amount of missions and what we were able to accomplish for the Iraqi people. I think it's a great honor for the Soldiers," Pribish said.

During the 458th's 11-month deployment in Iraq the unit placed more than 21,000 barriers to protect Soldiers and civilians; escorted about 83,000 pieces of ordnance to a destruction site; relocated the International Zone's main checkpoint during a 48-hour non-stop operation; and removed over 12,500 cubic yards of rubble

from the King Faisal Palace so new coalition troop housing could be built.

Pribish said one of the company's least tactical missions — the reclamation of Abu Nuwas Park — was its favorite. "After we finished, the Iraqis got to use a park Saddam's regime had not let them utilize for 20 years. When we would drive by, we would see the kids playing soccer — that was special," Pribish said.

The award's criteria include commitment to the Army values, tactical competence and the ability to inspire teamwork. Pribish credited NCOs for teaching him his leadership style. "I learned my leadership style from the NCOs and senior leadership who have taught me throughout my career — especially the NCOs who helped me out early in my career," he said.

Pribish said leading his company in Iraq was a team effort. "The biggest thing in an environment like that is you need to be a cohesive team and take care of each other. Leadership ability can be characterized as your ability to care for others. We were a team and we took care of each other," Pribish said. **ARM**



## Around the Globe

### ARMY RESERVE SOLDIERS HELP ARMED FORCES OF BOSNIA-HERZEGOVINA PREPARE FOR IRAQ MISSION

*By SFC Derrick Witherspoon  
Public Affairs Office  
7th Army Reserve Command*

**S**ARAJEVO, Bosnia-Herzegovina — As a platoon of Soldiers from the Armed Forces of Bosnia-Herzegovina (AFBiH) prepared to support Operation Iraqi Freedom, U.S. Army Reserve Soldiers supported them with some medical training that could eventually save their lives.

Soldiers from the 7th Army Reserve Command's (ARCOM) Medical Support Unit-Europe (MSU-E), headquartered in Heidelberg, Germany, traveled to Sarajevo in May to provide Soldiers from the AFBiH with combat lifesaver familiarization. The AFBiH Soldiers, who are volunteers from the Federation Army and the Army of the Republic of Srpska, are preparing for their first joint military operation outside of Bosnia.

CPT Robert Beljan, operations officer for the Armed Forces of Bosnia-Herzegovina Center of Professional Development in Pazalic, said the Soldiers will be attached to a U.S. Marine explosive ordnance disposal unit. Their mission, as part of the Coalition Forces in Iraq, will be to dispose of large amounts of captured ammunition. Beljan said the lifesaving training the Soldiers received from the combat medics will help them aid one another in case of a medical emergency.

"I can say as an operations officer, who followed the entire medical familiarization provided by the U.S. Soldiers, that this was some of the best training that our Soldiers have had, especially when it comes to hands-on training," said Beljan.

The four Soldiers from the MSU-E who provided the combat lifesaver familiarization — SFC Jerry Taylor, SSG Bruce Toland, SGT David Deans, and SPC Daniel Perry — are part of an Army Reserve medical team that travels throughout Europe providing Soldiers combat lifesaver training.

MAJ Thomas Johnson, operations officer for the MSU-E, said the unit's mission is to augment and support U.S. Army Europe and maintain a combat ready, forward stationed Army Reserve medical unit fully capable of supporting the 7th ARCOM and European Regional Medical Command (ERMC) intra-theater medical mission. Johnson added that one of their major missions is to provide combat lifesaver training to Soldiers being deployed to a combat zone, such as Iraq.

“We basically taught them all the necessary skills of a combat lifesaver so they may be able to save a life.”  
— SSG Bruce Toland

SSG Bruce Toland, an Army Reserve Soldier with the MSU-E, said the combat lifesaver familiarization they provided the AFBiH Soldiers was geared to help them deal with any medical emergency that might arise due to their handling of munitions.

"We basically taught them all the necessary skills of a combat lifesaver so they may be able to save a life," said Toland. "That is how to control bleeding, treat shock, splint a fracture, attend to a sucking chest wound or an abdominal wound, and how to initiate an I.V. Basically all the important techniques needed for assistance to a casualty."

Although they asked not to be identified, all of the AFBiH Soldiers interviewed echoed the same sentiments: this was not only some of the best and most useful preparation for their

deployment to Iraq, but it was also a great team and morale builder.

During the combat lifesaver familiarization, Soldiers from Bosnia-Herzegovina's two armies — the Federation Army and the Army of the Republic of Srpska — placed years of differences aside and worked together so they may be there for each other if one of them gets injured in Iraq. As the Soldiers went through the training, there were many times when trust was a major factor, especially when they had to administer an I.V. to each other. Trust won out every time.

"These are all professional Soldiers and so far, in these 15 weeks of training that we've had, they have done an excellent job training together," said Beljan. "I think both components did a

great job during the combat lifesaver familiarization and that they acted as one unit and I know they will act as one unit in Iraq, too."

"These Soldiers have been involved in conflicts in the past, so they bring a wealth of knowledge to the table with them," said Toland. "The class that we taught had four AFBiH Soldiers who were medics and they were instrumental in assisting us during the combat lifesaver familiarization, and I know they're going to be major assets to their comrades while they're in Iraq."

Beljan said he is thankful for the training the MSU-E Soldiers provided and looks forward to the Soldiers coming back again to train more of the AFBiH Soldiers on combat lifesaving.



## ARMY RESERVE RIGGERS HONOR D-DAY WITH ANNIVERSARY PARACHUTE JUMP

By SGT Michael A. Clifton

SGT Gary A. Witte

300th Mobile Public Affairs Detachment

Soldiers from the 421st Quartermaster Company (Rigger), Fort Valley, Ga., honored the anniversary of D-Day the way the original Task Force Overlord did — they parachuted into France.

Members of the Army Reserve unit were among nearly 100 U.S. Army Soldiers who jumped from cold and overcast skies into fields near Saint Mere Eglise, commemorating the American invasion of Normandy during World War II.

SPC Thomas C. Bridgeman, a rigger with the 421st Quartermaster, said the event was a great experience and seeing the results of past sacrifices made a lasting impression.

“The most memorable thing about the trip was the wreath laying ceremony at

the cemetery at Omaha Beach and seeing the grave markers of all the men who didn’t make it back,” Bridgeman said.

The jump on June 5, 2005 involved multiple units, including active duty Soldiers with the 75th Ranger Regiment, Ranger Training Battalion and the 507th Parachute Infantry Regiment.

Chaplain Ken F. Revell with the 11th Infantry Regiment of Fort Benning, Ga., said his previous 120 parachute jumps, including one in Gettysburg, Pa., fade in comparison to the anniversary jump.

“Nothing is more memorable than jumping into Normandy,” Revell said after his return. “A paratrooper jumping into Normandy is like a Muslim making a trip to Mecca or a Christian visiting the Holy Land.”

Thousands of French citizens of all ages waited patiently for hours on the ground for drizzling rain to clear so the jump could be made. Many ran out to meet the Soldiers as they descended into the landing zone.

Some of the people greeting the Soldiers came with gifts. One Soldier sat up to find two children each offering him a can of beer.

SPC Jonathon R. Winterhalter of the Medical Platoon, 4th Ranger Training Battalion, came off the landing zone carrying a bouquet of flowers that was handed to him.

Soldiers who took part in the jump, known as Task Force Overlord 61, participated in numerous remembrance ceremonies to honor fallen Americans and the French citizens who died helping them.

Task force Soldiers actually met some of the Army Paratroopers who in the early hours of June 6, 1944, led the invasion of Europe.

At the village of Graignes, task force Soldiers were shown the battlefield by COL Frank Naughton (Ret.) of Atlanta, Ga., and former SGT John Hinchliff of Wisconsin.

SFC Robert S. Binder, 507th Parachute Infantry Regiment, lays a wreath at the headstone of a fallen 507th Parachute Infantry Regiment Soldier.

Jumpers float through the dark, overcast skies over Saint Mere Eglise, France as Task Force Overlord 61 commemorates the sixty-first anniversary of the Allied invasion of Europe at Normandy, France.



PHOTO: SGT MICHAEL A. CLIFTON

PHOTO: SGT MICHAEL A. CLIFTON

PHOTO: SGT MICHAEL A. CLIFTON



Rows of headstones line the grounds of the cemetery at Omaha Beach marking the graves of over 10,000 fallen American Soldiers, Sailors and Airmen from World War Two.

Naughton and Hinchliff reminisced about Soldiers who fought and died in the battle at the village and the French civilians who helped them.

"I can see now why they are called the greatest generation," Revell said. "It is my opinion that we won that war and seized key objectives in spite of tremendous setbacks and staggering loss of life because of grit, determination and divine providence."

In cities such as Saint Mere Eglise, Carentan and Graignes, the task force placed wreaths at monuments erected by the local governments.

The 421st Quartermaster Company is the only Army Reserve unit which participates with the active duty Army units in Task Force Overlord each year.

"We are invited because as parachute riggers, we work closely with the active duty units," CW3 Michael A. Rich said.

Besides honoring fallen Soldiers of the past, the cities of Saint Mere Eglise, Graignes, Carentan and Cherbourg honored past and current American Soldiers for their sacrifices.

The resulting banquets were attended by the Soldiers of Task Force Overlord 61, veterans of the Normandy invasion, local and regional government officials and local citizens.

At the banquets, Soldiers were able to sample a wide variety of French food and beverages. The task force presented local mayors with a matted and framed print of an Army Airborne Soldier as a token of appreciation from the U.S. Army and the American people.

The trip was not all work for members of the task force. There were many opportunities to absorb the local culture.

Some Soldiers were "adopted" by local families for the duration of their stay. They were taken into the homes of their adoptive families for dinner and entertainment.

"It was great to experience something as important as the anniversary of D-Day," Bridgeman said. "I would definitely like to go back."

## EUROPE BASED TRAINING BRIDGE PROVIDES ESSENTIAL WAR FIGHTING TRAINING

*By SFC Derrick Witherspoon  
Public Affairs Office  
7th Army Reserve Command*

GRAFENWOEHR, Germany — "The world has changed hugely, and we now find ourselves at war and must continue to train for our tasks, whatever they may be, under realistic conditions that threaten our Soldiers' lives," said LTG James R. Helmly, Chief, Army Reserve, in reference to essential war fighting training being provided by Army Reserve Soldiers in Europe.

The European based 7th Army Reserve Command's 3747th Multifunctional Training Brigade-Europe (MFTB-E), located in Grafenwoehr, Germany, was recently given the mission of training individual Soldiers, Department of the Army (DA) civilians and military contractors deploying to Iraq and Afghanistan. The training, known as Theater Specific Individual Readiness Training (TSIRT), is designed to provide military personnel with the required training needed for the country where they will perform their mission.

MAJ Mary C. Danner, operations officer for TSIRT, said Soldiers, DA civilians and military contractors from all over Europe attend the theater specific individual readiness training provided by the 3747th MFTB-E's Individual Readiness Training (IRT) element.

"The intent is to get individuals who are cross leveled properly trained in seven days," said Danner. "The Soldiers who come through our training are individual Soldiers. We do not train units because they train their own Soldiers. The Soldiers we get have usually been cross leveled into another unit that is headed to support an operation or are replacements for units that are already deployed."



PHOTO: SFC DERRICK WITHERSPOON

SFC Richard Hinman (left), 3747th Multifunctional Training Brigade-Europe, points out a hidden improvised explosive device on a guard rail to LTG James R. Helmly, chief, Army Reserve.

The 3747th MFTB-E, IRT element, consisting of approximately 20 mobilized Army Reserve Soldiers, provides deploying Soldiers, DA civilians and military contractors with such training as country briefs, convoy operations procedures, how to recognize and react to an improvised explosive device (IED), coping with combat stress, how to react to indirect fire, landmine awareness, first aid and much more to help them be safe and successful during their mission.

The Army Reserve Soldiers have also created a situational training exercise (STX) for the deploying personnel to help them get an idea of what they may encounter during their deployment. As the military personnel travel through this STX training, they are taught such things as how to spot IEDs on the side of the road, how to react to local nationals they may encounter, and how to probe for landmines.

SSG James E. Johnson, a small group leader with the 3747th MFTB-E, IRT element, said the cadre puts 110 percent into every class that comes through the training.

"I feel good knowing that I'm helping my brothers and sisters in arms and helping them in a positive way," said Johnson. "If I can't go with them, I want to do what I can to help them on their way there."

Johnson added that the cadre's ultimate goal is to ensure every Soldier comes back home safe and intact.

"I think this is an incredible asset for U.S. Army Europe," said Danner. "A lot of the Soldiers who come through this training think it's going to just be more boring classes, but by the end, they are amazed by how much we can teach them in a short amount of time."

CPT Chris Mariani of Headquarters and Headquarters Company, 12th Aviation Brigade, located in Giebelstadt, Germany, went through the training in preparation for his deployment to Afghanistan for Operation Enduring Freedom. He said the training he received will definitely help him perform his mission much better.

"There's a lot of stuff we cannot do back at home station, like the IED classes

and the country briefs, so it's great we can come here and get everything we need in one week," said Mariani. "This training could really save one of our lives one of these days, either in Iraq or Afghanistan, for sure."

SPC Jarrod H. Cunningham, a dog handler with the 554th Military Police Battalion in Stuttgart, Germany, said he was very impressed with the training the Army Reserve Soldiers provided.

"This training provides a lot of knowledge that I'm sure a lot of people don't know before they get deployed, and even if they do, it's a good refresher class, because once they get to where they're going, they will be doing the real thing," said Cunningham.

Helmly, who traveled to Grafenwoehr in May to get a firsthand look at the TSIRT, said he was very impressed with the training being provided by the Soldiers of the 3747th MFTB-E and couldn't emphasize enough just how important this training is to deploying Soldiers.

"There's nothing more important than training and it's not just any type of training, but training for whatever position you're in," said Helmly. "Be it field medic or commander. In the Army Reserve, frankly, we have had a past history where we have not trained our Soldiers under realistic combat type conditions, but training like what the 3747th Multifunctional Training Brigade is providing is changing that."

Helmly said the best life insurance we can provide our Soldiers today is training.

The 3747th MFTB-E's IRT element may be training Soldiers in a short amount of time, but they're doing it just like Helmly said: under realistic conditions and to their specific mission, equipping many deploying Soldiers, DA civilians and military contractors with the tools they need to successfully accomplish their missions abroad.



## ARMY RESERVE GENERAL CELEBRATES ITALY'S LIBERATION, RECEIVES HONORARY CITIZENSHIP

*By SFC Derrick Witherspoon  
Public Affairs Office  
7th Army Reserve Command*

TAGLIO DI PO, Italy — After fighting side-by-side and taking many casualties to liberate Italy during World War II, American and Italian Soldiers once again came together, but this time it was to celebrate the liberation of Italy and the honorary citizenship of an American Soldier.

Members of the European-based 7th Army Reserve Command (ARCOM), Soldiers of the Italian Army, and residents of Taglio di Po, came together in April to celebrate the 60th Anniversary of the liberation of Italy and to honor those who lost their lives in the war. In 1945, allied forces, Italian Soldiers and resistance partisans stood together, some giving their lives, so Italy could have a free democratic society. After almost two years of fighting up the rugged, mountainous spine of the narrow Italian peninsula, hostilities ended and the Italians were finally liberated.

BG Richard Tabor, 7th ARCOM commanding general, was invited to speak at the 60th anniversary celebration of the liberation of Taglio di Po. Tabor said it was a necessity that the U.S. and Italian forces worked together to liberate Italy.

"I think it's very important that we were together, the Americans and the Italians, during the last two years of the war that liberated Italy," said Tabor.

In his speech, which he read in Italian, Tabor noted that once again the American and Italian forces are fighting for liberation, but this time the fight is in places such as Iraq and Afghanistan.

"Today we have an enemy not representing an entire nation, but representing only evil," said Tabor, looking at the crowd as they silently listened to each word. "Instead of trying to occupy land mass or displace our military forces, the enemy wishes to destroy the very existence of America and of other civilized nations' cultures."

Tabor told the crowd that we must always support the Italian and Coalition forces that are defending freedom in places like Afghanistan and Iraq, just as we did during the Second World War.

"Our troops are putting their lives on the line to protect our freedom and liberate people from oppressive regimes just as they did here and elsewhere 60 years ago," said Tabor.

Tabor told the crowd that their support for Soldiers is one of the most powerful weapons in the war against terrorism.

Topping the ceremony off, Tabor, whose wife is a native of Taglio Di Po, was awarded honorary citizenship by the town mayor, Dr. Margaret Crivellari. Tabor said it was done primarily by the Italian Reserve Association, who brought it up about a year ago and thought it would be an appropriate time to provide him with honorary citizenship in conjunction with the celebration of the liberation of Italy.

"This was a very important moment for my family and me, considering I have had a relationship with the town for over 35 years," said Tabor.

His wife, Luciana, said she was overjoyed by her community's gesture in making her husband an honorary citizen.

"I'm very proud that my husband was given honorary citizenship in my hometown," said Mrs. Tabor. "We are looking forward to retiring here one day, and I'm really glad that the community has accepted him and the rest of my family so well."

SSG Klaus P. Reck, a member of the 7th ARCOM color guard, said he was very honored to be a part of an event where U.S. and Italian forces came together to remember those who paved the way for them.

"These types of ceremonies always remind me of the Soldiers that came before us," said Reck. "It's kind of like were stepping in their footsteps, without going through all the horrors that they went through, but it's a great opportunity to be able to reflect back on what they've done and honor them."

Tabor said the 7th ARCOM has a very active engagement program throughout Europe, including Italy.

"This ceremony marked yet another event in which we displayed the flag, and we showed our interest, not only in what we do, but also in what our allies do and what the civilian communities do here in Europe," said Tabor.

The new citizen of Taglio Di Po ended his ceremony speech with words that all the attendees should truly remember.

"I would like to conclude, not with sadness for those we honor, but with gratefulness, because they died that we may live in freedom," said Tabor, looking at his wife and his Italian comrades and then at the monument next to him, a tribute to the fallen Italian Soldiers who helped liberate a place he will one day call home. **ARM**

*Dr. Margaret Crivellari, mayor of Taglio Di Po, reads the certificate declaring BG Richard Tabor, right, 7th ARCOM commander, an honorary citizen of the town.*

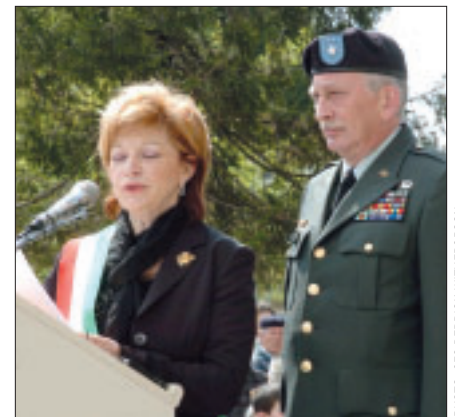


PHOTO: SFC DERRICK WITHERSPOON

# ARMY RESERVE HONOR ROLL

AS OF AUGUST 12, 2005

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SGT Roberto Arizola, Jr.	SGT David T. Friedrich	SFC Otie J. McVey
CSM Edward C. Barnhill	SPC Luke P. Frist	SGT Melvin Y. Mora
SGT Gregory A. Belanger	SPC Nichole M. Frye	SSG Richard L. Morgan, Jr.
CPL Mark A. Bibby	SFC Dan H. Gabrielson	SSG James D. Mowris
SFC Kelly M. L. Bolor	SGT David J. Goldberg	SGT Rodney A. Murray
SPC Roy Buckley	PFC Gregory R. Goodrich	SGT Paul T. Nakamura
SPC Charles E. Bush, Jr.	PFC Devin J. Grella	SPC Charles L. Neeley
CPT Paul J. Cassidy	SPC David E. Hall	SPC Allen D. Nolan
PFC Thomas D. Caughman	SPC Robert E. Hall, Jr.	PFC Luis A. Perez
SPC Doron N. Chan	SGT James W. Harlan	SSG James L. Pettaway
SPC Jonathan M. Cheatham	SGT Kenneth W. Harris, Jr.	LTC Mark P. Phelan
SSG Thomas W. Christensen	SFC David A. Hartman	SGT Jaror C. Puello-Coronado
1SG Christopher D. Coffin	SSG Stephen C. Hattamer	SGT Miguel A. Ramos
SPC Gavin J. Colburn	SGT Edward R. Heselton	SPC Brandon M. Read
MAJ David S. Connolly	SPC Julie R. Hickey	SPC Ramon Reyes-Torres
SSG Todd R. Cornell	SPC Bert E. Hoyer	SGT Lawrence A. Roukey
SPC Richard M. Crane	SGT Eric R. Hull	SSG Cameron B. Sarno
LTC Terrence K. Crowe	CPT Benjamin D. Jansky	SGT Danton K. Seitsinger
SSG Donald N. Davis	SPC Joseph A. Jeffries	LTC Anthony L. Sherman
SPC Lauro G. DeLeon, Jr.	MSG Paul D. Karpowich	LTC Albert E. Smart
SFC Robert V. Derenda	LTC Paul W. Kimbrough	MAJ Charles R. Soltes, Jr.
SSG Christopher W. Dill	SPC Adam G. Kinser	SGT Jarret B. Thompson
SGT Catalin D. Dima	SSG Charles A. Kiser	SSG Frank F. Tiai
SPC Jeremy M. Dimaranan	SGT Elmer C. Krause	SGT Tina S. Time
SSG Richard S. Eaton, Jr.	SSG Mark A. Lawton	SPC Brandon Tobler
SGT Gary A. Eckert, Jr.	SFC Curtis Mancini	SGT Nicholas A. Tomko
SSG Jeffrey J. Farrow	SSG Stephen G. Martin	SPC Juan M. Torres
SSG Ryan D. Foraker	SGT Arthur S. Mastrapa	SGT Brad A. Wentz
SGT Bryan L. Freeman	SSG James D. McNaughton	

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*We memorialize these Soldiers' lives  
by the actions we take as leaders.*

ARMY RESERVE

WWW.ARMY.MIL/USAR



U.S. ARMY



DEDICATED TO THE SOLDIERS OF THE U.S. ARMY RESERVE WHO MADE  
THE SUPREME SACRIFICE IN THE GLOBAL WAR ON TERROR.

WE WILL NEVER  
FORGET





## IN THE NEXT ISSUE



# CALL TO DUTY



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